

## **EXHIBIT 18**

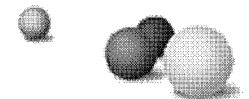
# **REDACTED VERSION SELIN DECLARATION IN SUPPORT OF GOOGLE'S MOTION FOR SUMMARY JUDGMENT**

# Google®

Sourcing Diagnostic

July 2006

*DRAFT*



## Objectives of Today

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- Share findings from sourcing diagnostic
- Discuss proposed recommendations to address current challenges

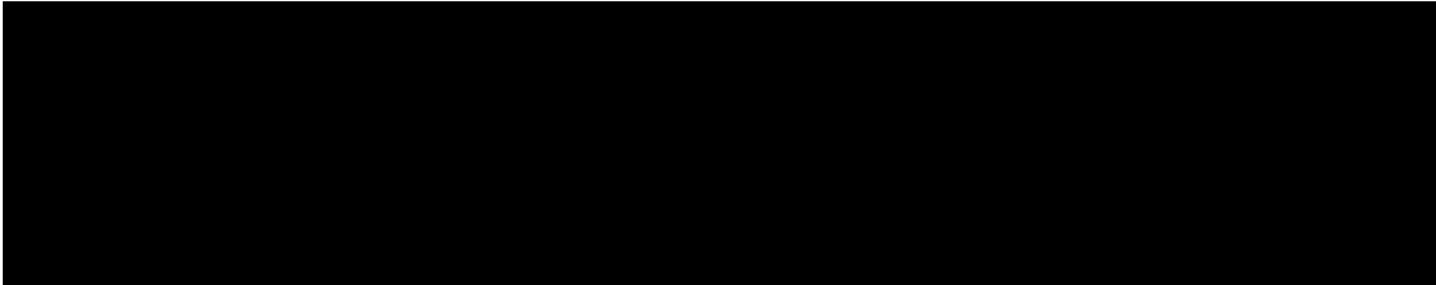
# Executive Summary (I)

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- The recruiting environment for top talent has become more challenging
  - Increased competition from competitors
  - Greater number of start-up opportunities
  - Talent pools are getting smaller and increasingly harder to find, particularly for women and under-represented minorities
- Passive sourcing will play an increasingly larger role in recruiting as we move forward as a company
  - Efficient and effective sourcing organization critical to acquire top talent in current market landscape
- Sourcing comprised of three primary activities
  - Identifying talent pools and what sourcing tools to use (“Where to look “)
  - Searching and identifying potential leads (“Look and Find”)
  - Qualifying leads and converting them into active applicants (“Contact and Cultivate”)
- Current sourcing model organized around verticals
  - Central sourcing support provided for diversity talent
- There are five common drivers of sourcing problems ...
  - Organization around vertical and geographic silos
  - High share of contract labor in workforce mix
  - Misaligned incentives
  - Deep understanding of unique business dynamics and requirement not widely shared among Staffing team
  - Weak connectivity between Sourcers and Recruiters and Hiring Managers
  - System capability gaps

## Executive Summary (II)

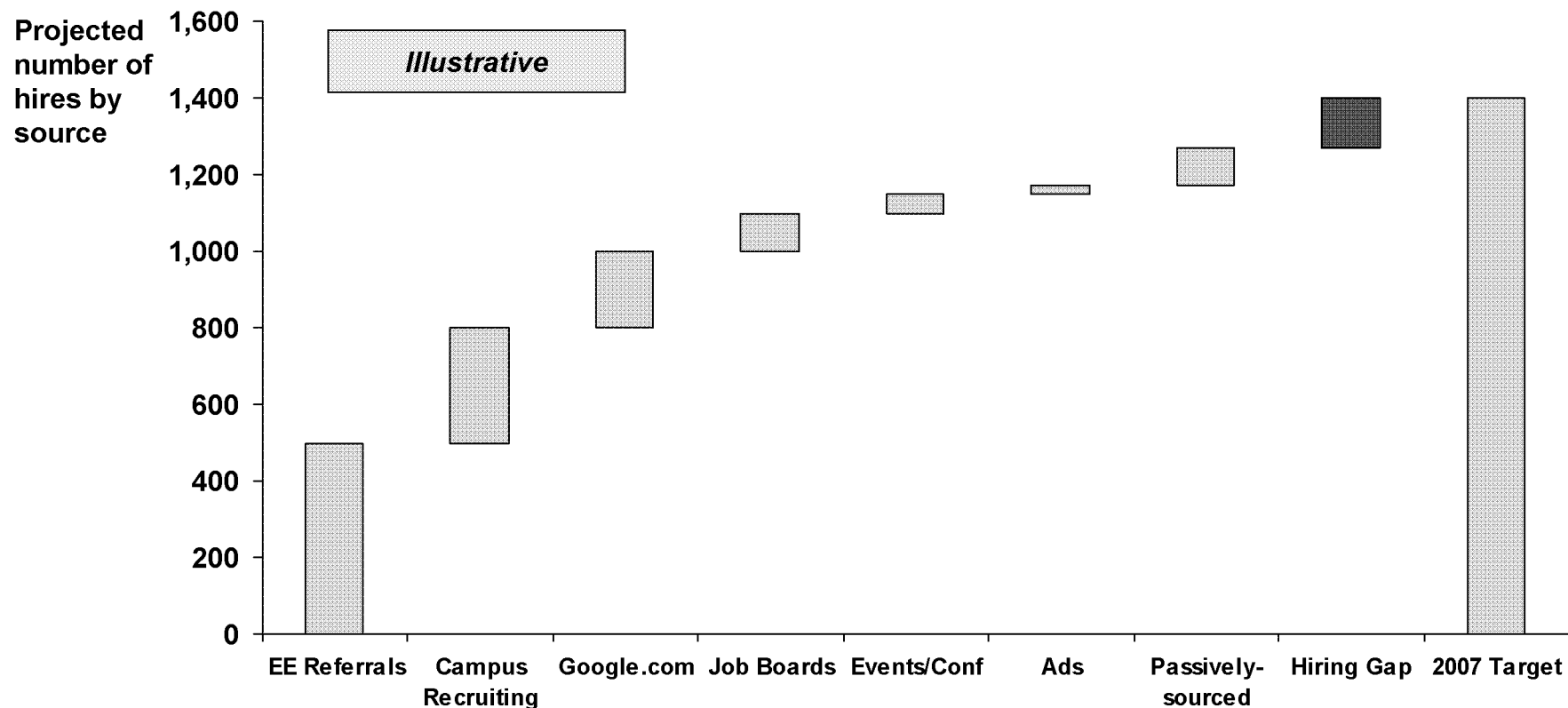
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- ... which create organizational and process inefficiencies in current sourcing practices
  - Duplication of effort on searches for positions with similar candidate profile
  - Limited business knowledge transferred to recruiting staff
  - Poor connectivity between key roles within Staffing
  - Limited sharing of qualified candidates across the organization
- Key drivers of sourcing problems fall into common themes
  - Organizational structure
  - Training
  - Process improvement
  - Metrics and measurement
  - Technology
- Proposed solutions attempt to close gaps existing in current organization and align with the common themes
  - 
  - 
  - 
  - 
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# It Will Be Challenging to Achieve Hiring Targets With Existing Recruiting Channels

Will Need to be Supplemented by Alternative Sources



## Hiring gap can be closed in three ways

- Supplement with increased passive sourcing
- Cast wider recruiting net (e.g., expand beyond target schools for campus recruiting)
- Improve pass-through rates

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Google

# The Recruiting Environment for Top Talent Has Become More Challenging...

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Source: ATS

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## ...While Inbound Flow from Job Boards Appears to Be Slowing



### Possible drivers of reduced on-line application flow

- Increased number of job opportunities in Bay area competing for similar skill sets
  - More start-up opportunities
- More aggressive recruiting by traditional competitors
  - Microsoft
  - EBay
  - Yahoo
- Candidates self-selecting out of process
  - Hesitant to enter process widely known for being extremely selective

**Efficient and effective sourcing organization critical to acquire top talent in current market landscape**

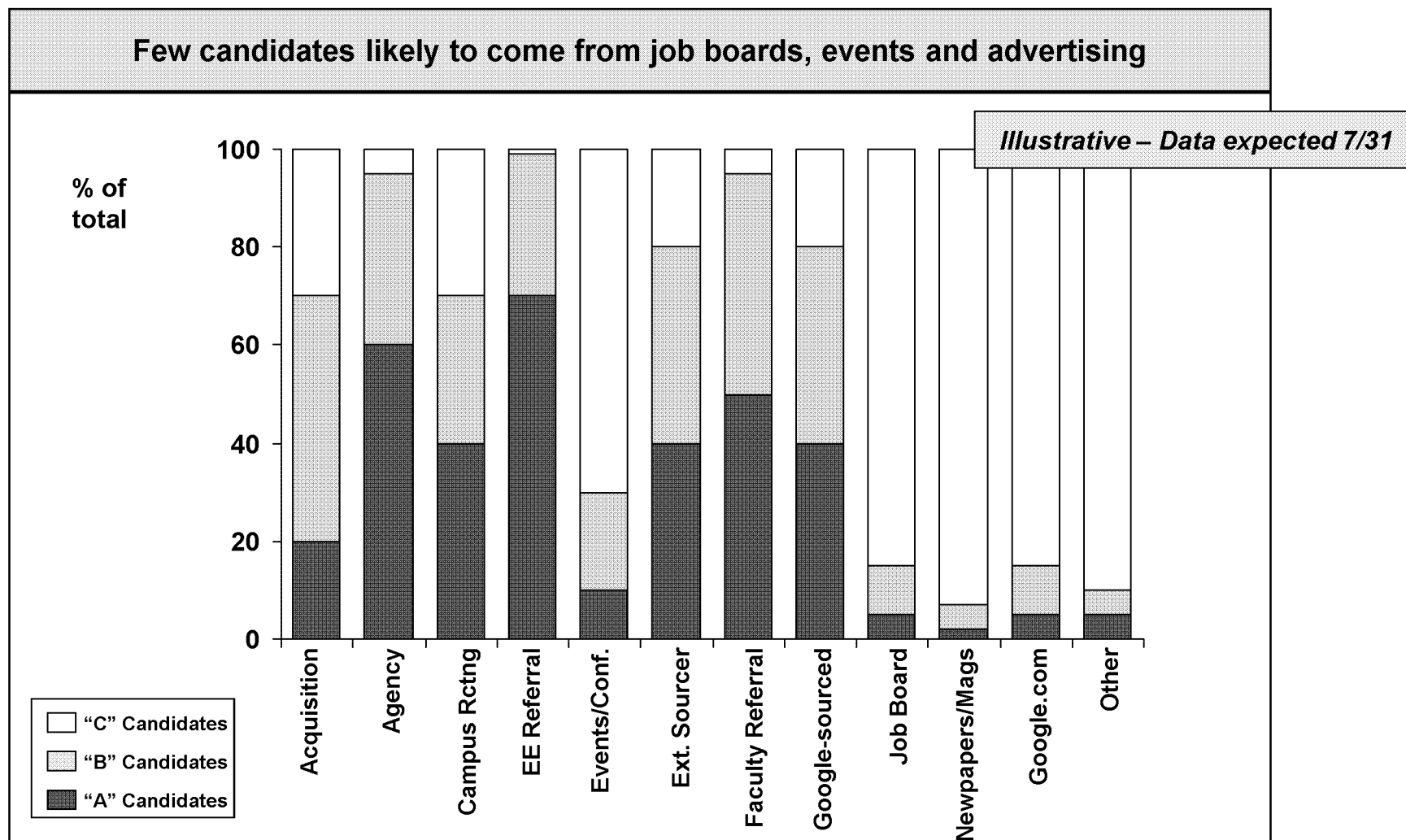
(1) PSGA and Ops data is illustrative; currently awaiting data  
Source: ATS

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# As Hiring Bar Raises, Certain Sources of Talent Will Become Less Important

Quality of Candidates Differ Significantly by Source

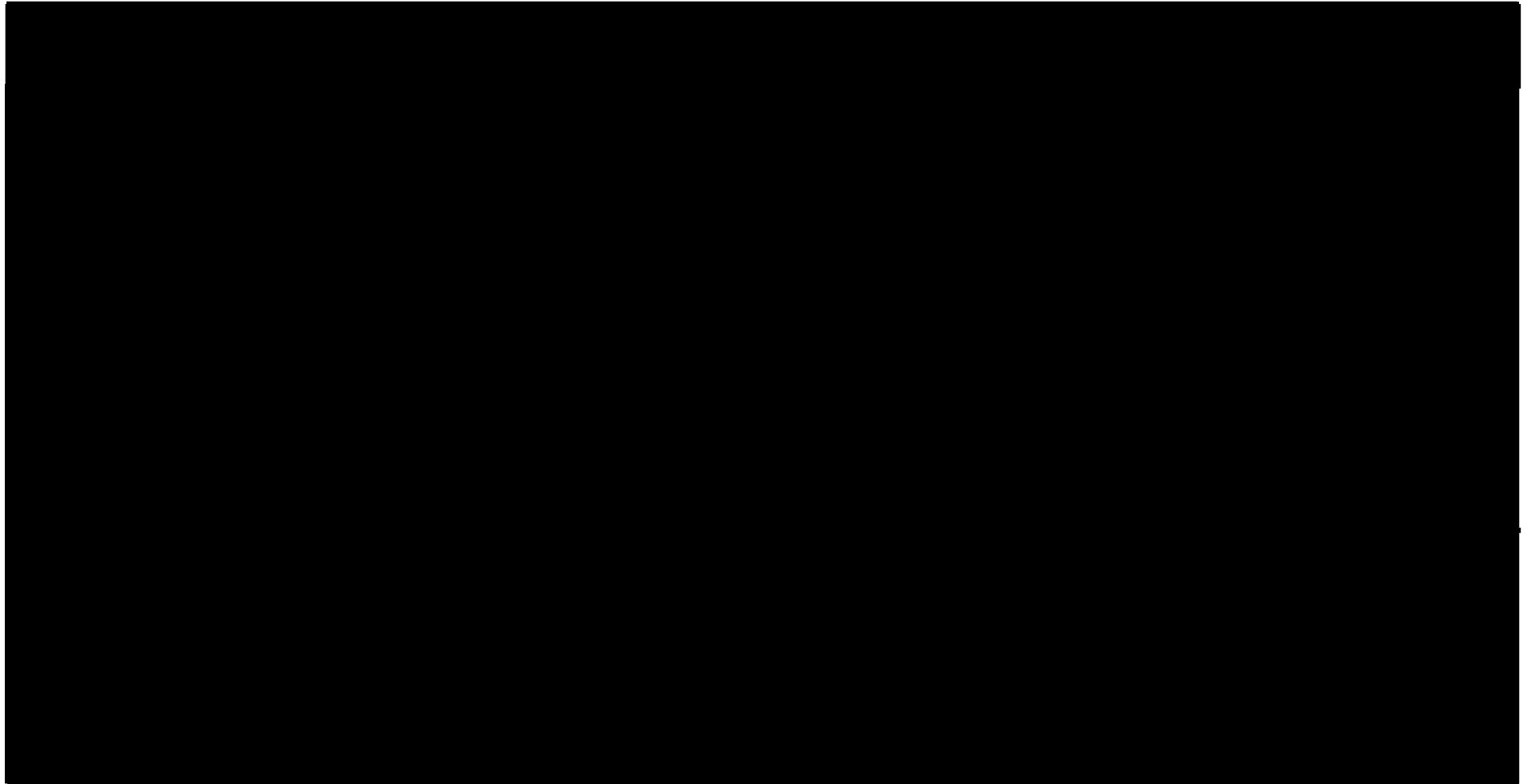


(1) Reflects Q1 2006 data  
Source: Compensation team

**Critical to find alternative candidate sources**

# Target Hirable Pools for Diverse Talent Available Extremely Small

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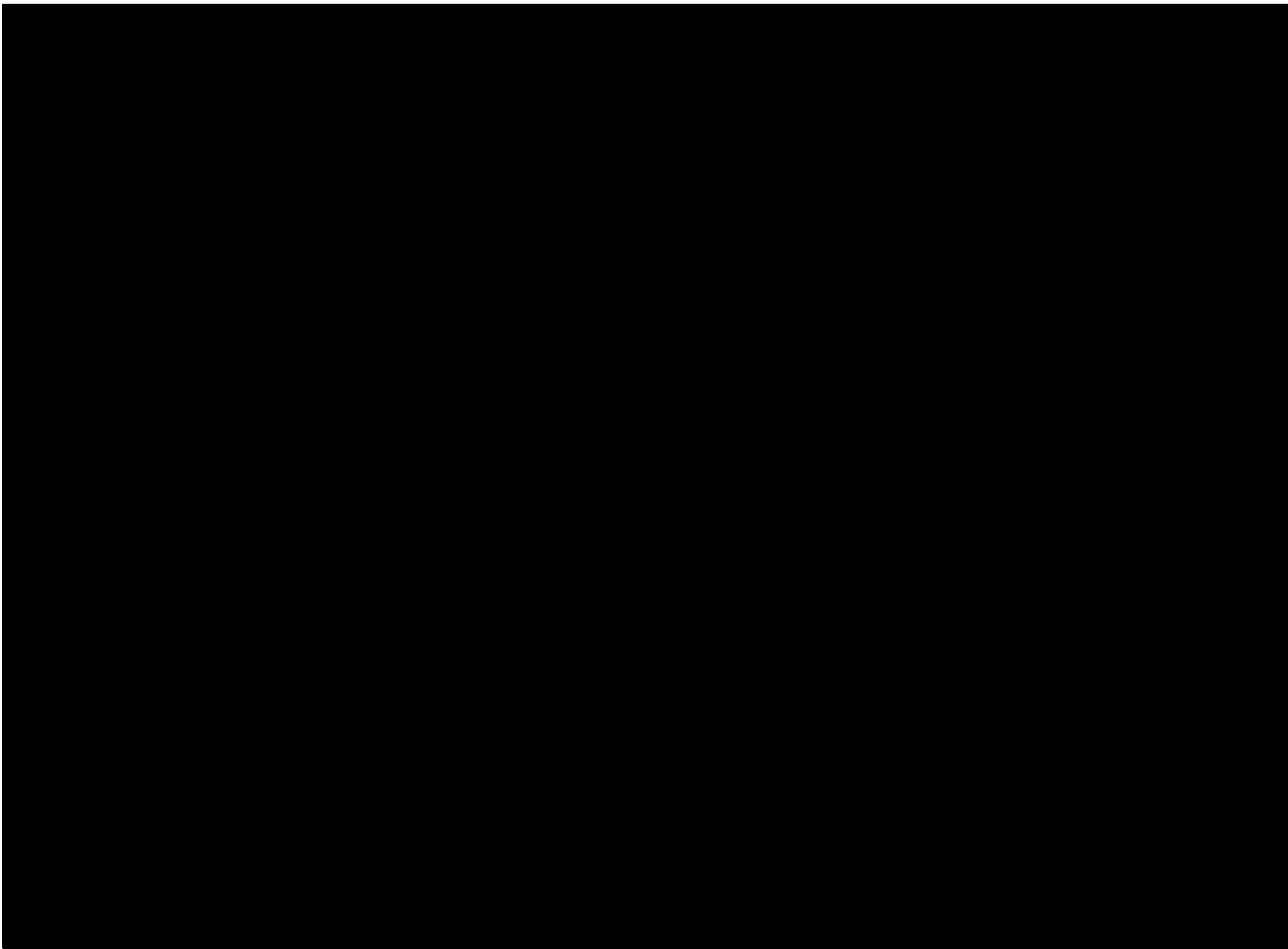
**Will need to expand proactive outreach and sourcing to tap into available talent supply**

(1) Reflects Q1 2006 data

Source: NSF.gov Land of Plenty U.S SET Workforce by sector of employment, 2004 Inside Engineer CS degrees awarded ASEE.org & 2006 University Relations Survey Data

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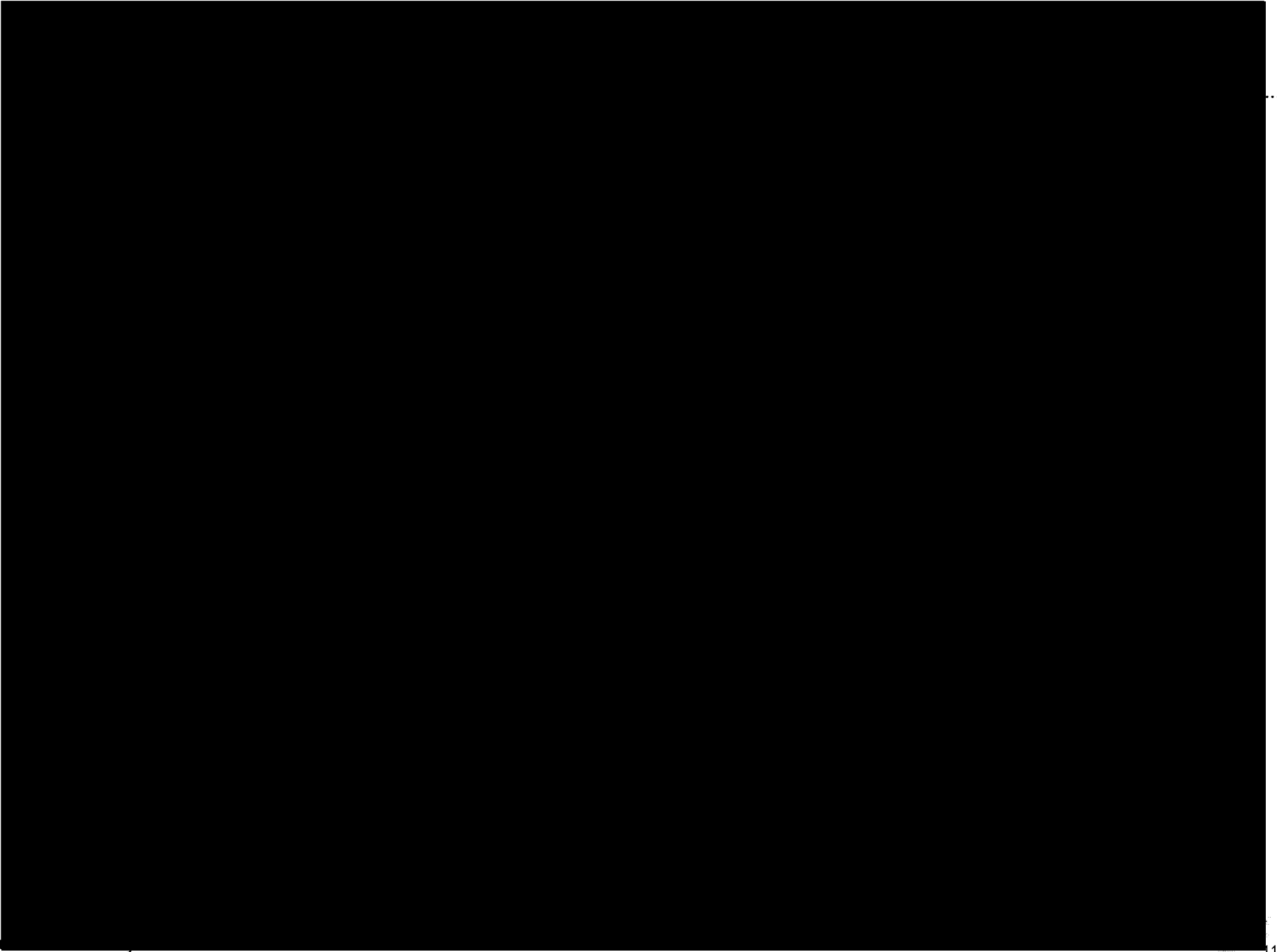


Source: ATS analysis

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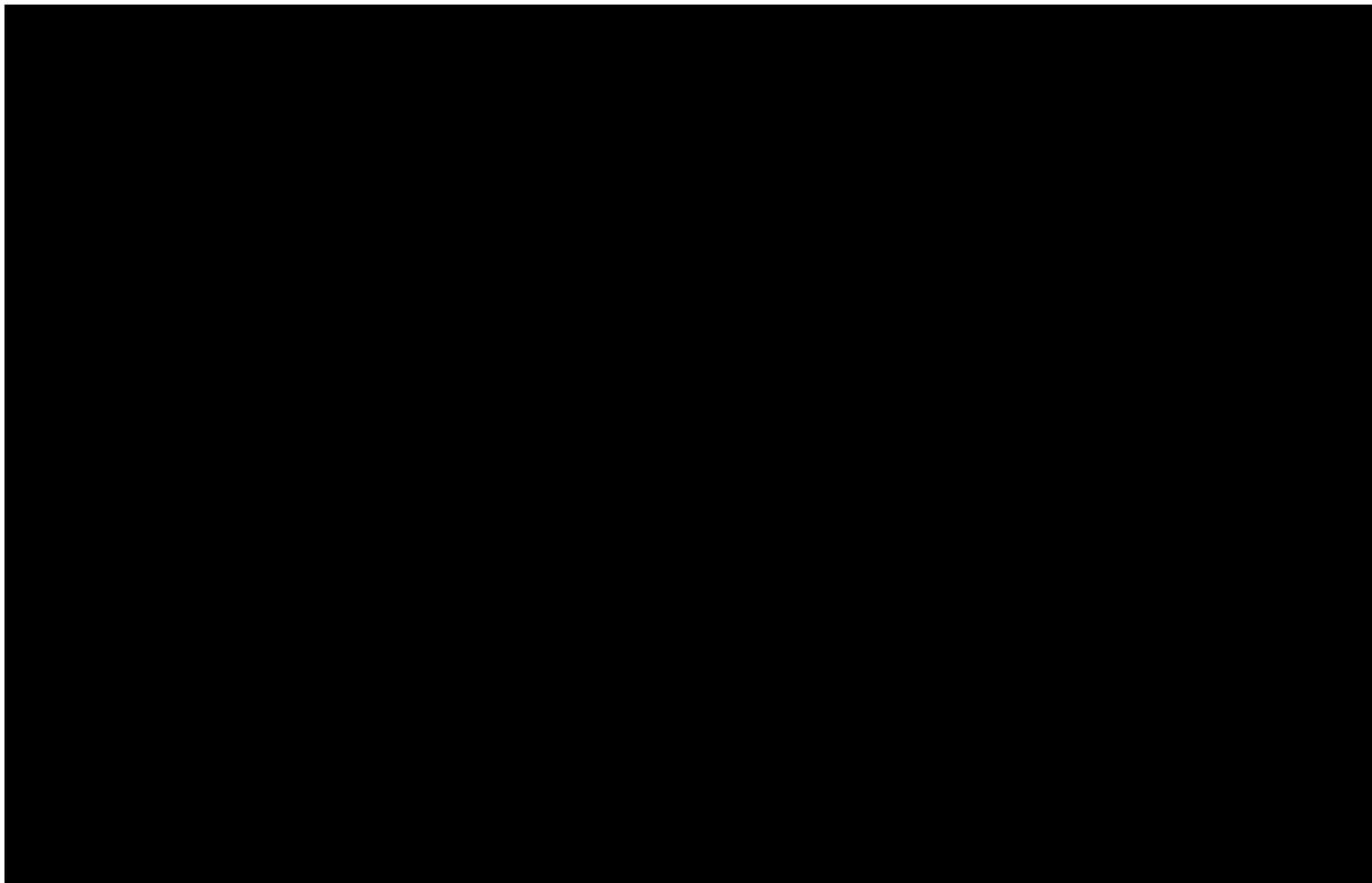
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(1)  
So

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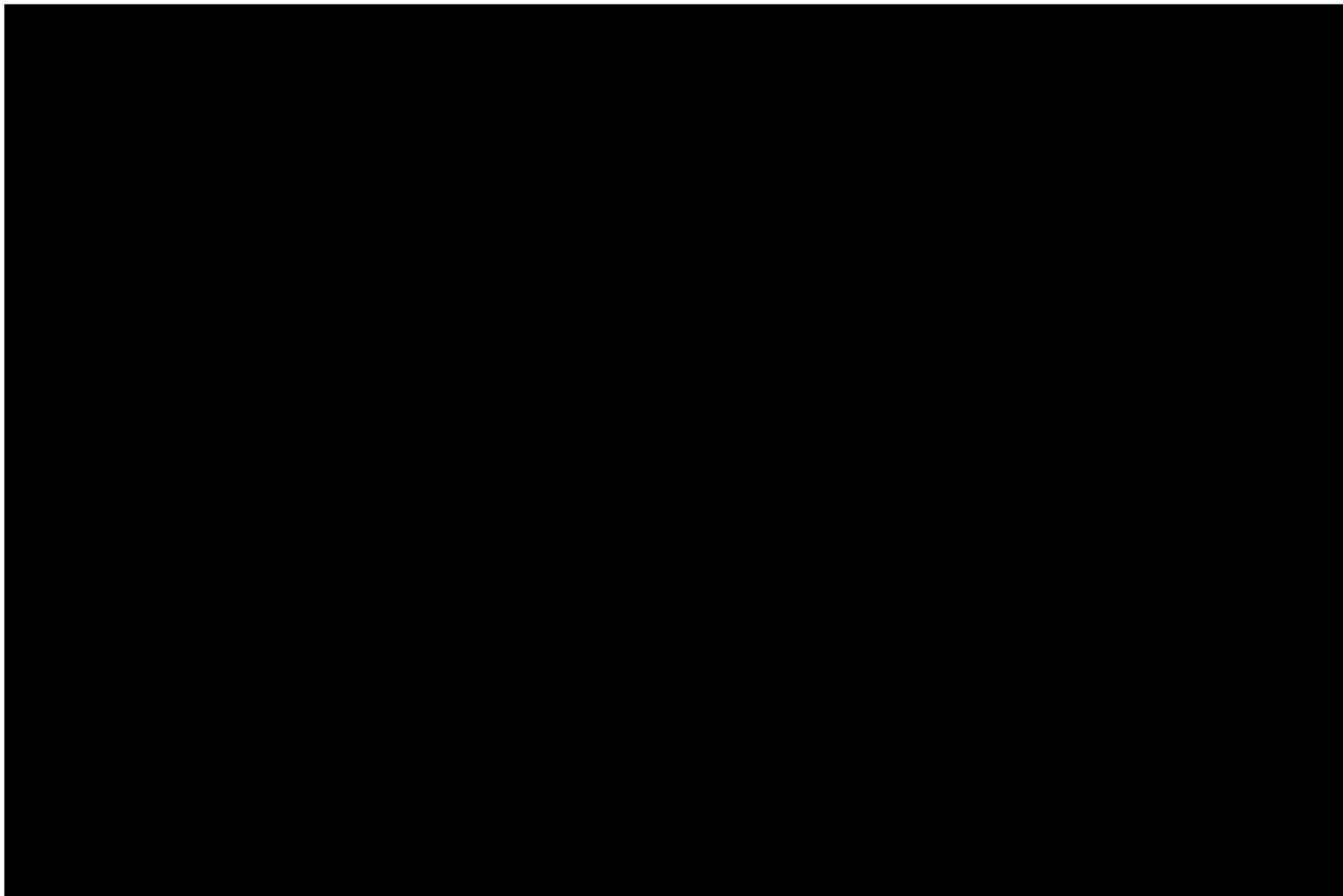
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(1) Reflects Q1 2006 data  
Source: ATS analysis

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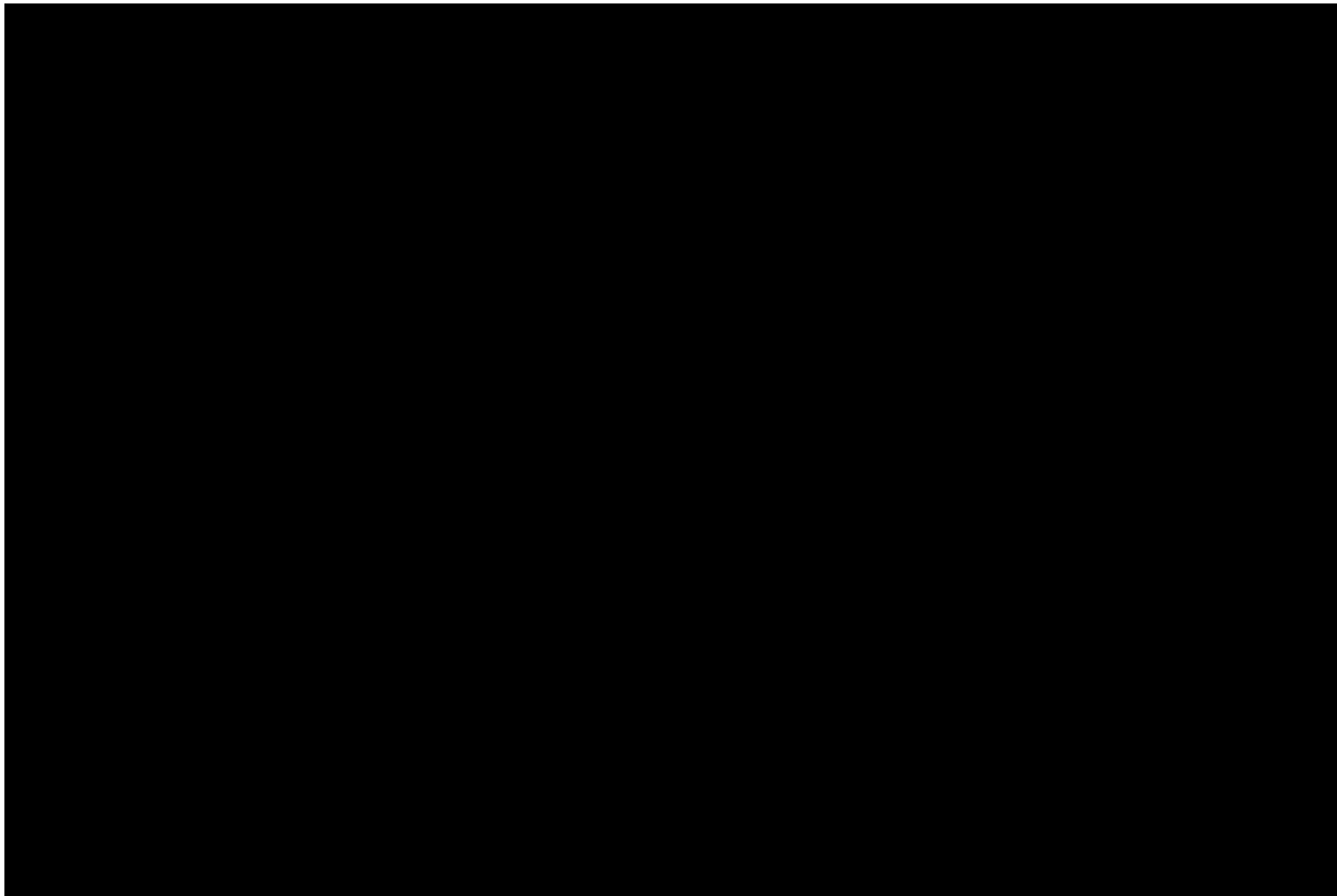
(1) Reflects Q1 2006 data  
Source: ATS analysis

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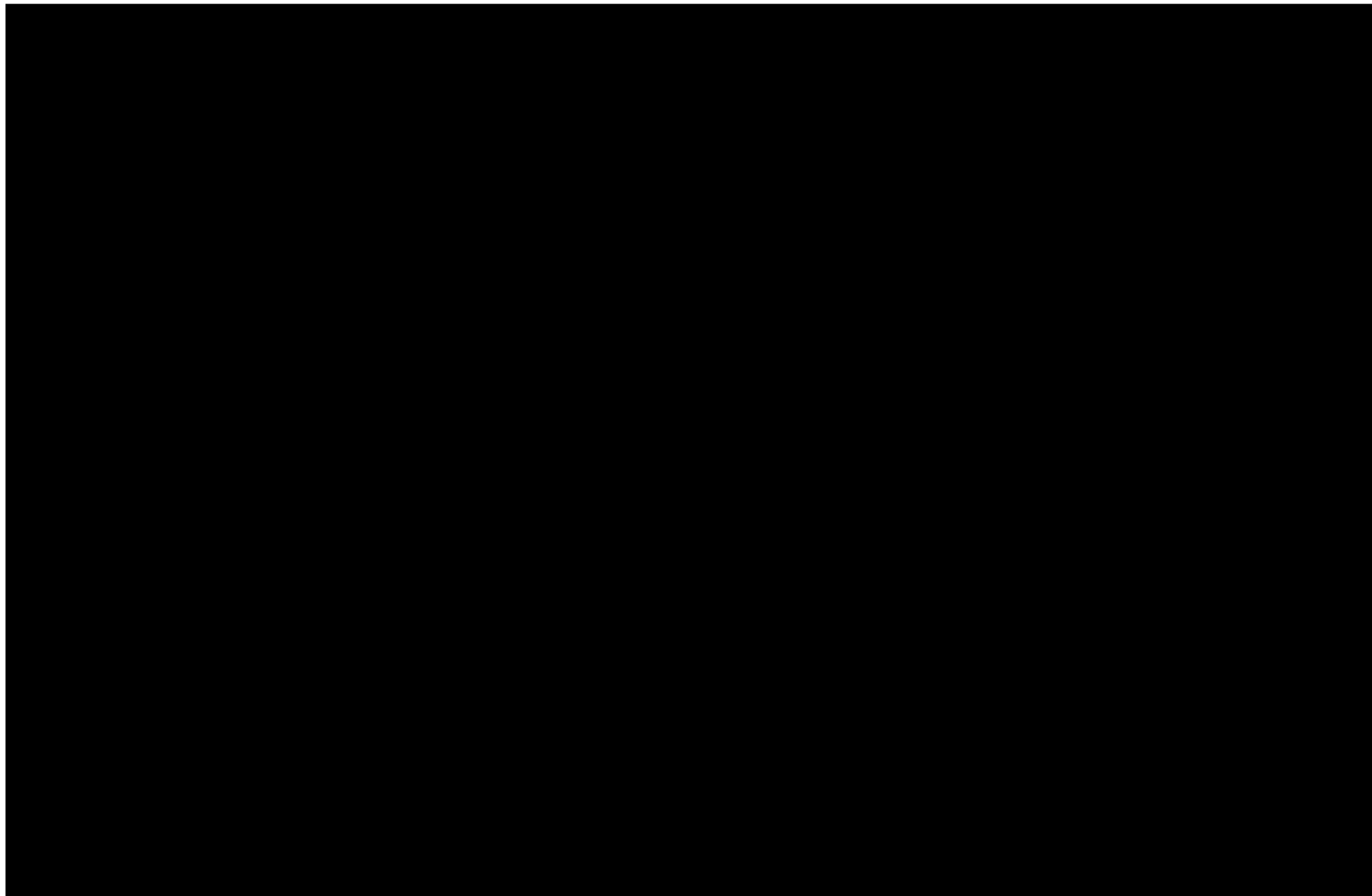


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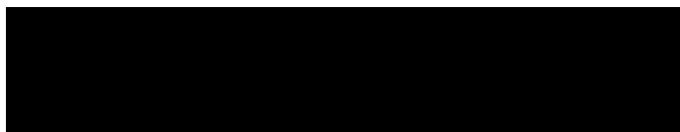
(1) Reflects Q1 2006 data  
Source: ATS analysis

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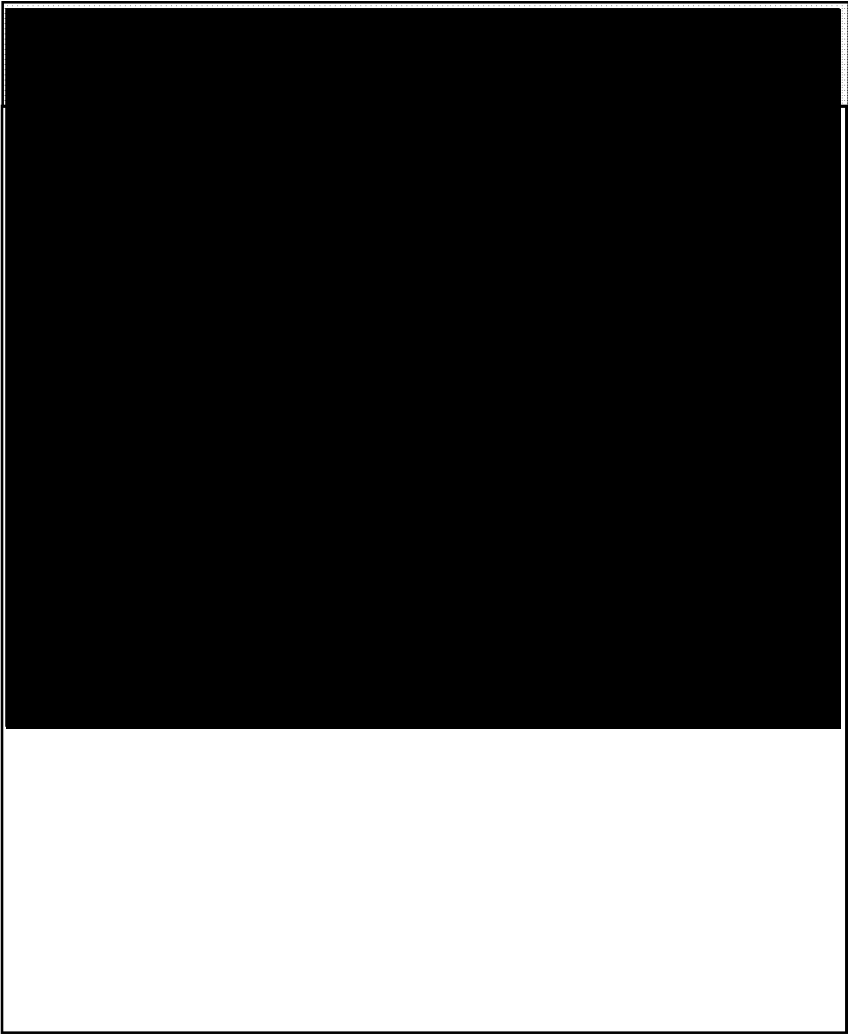
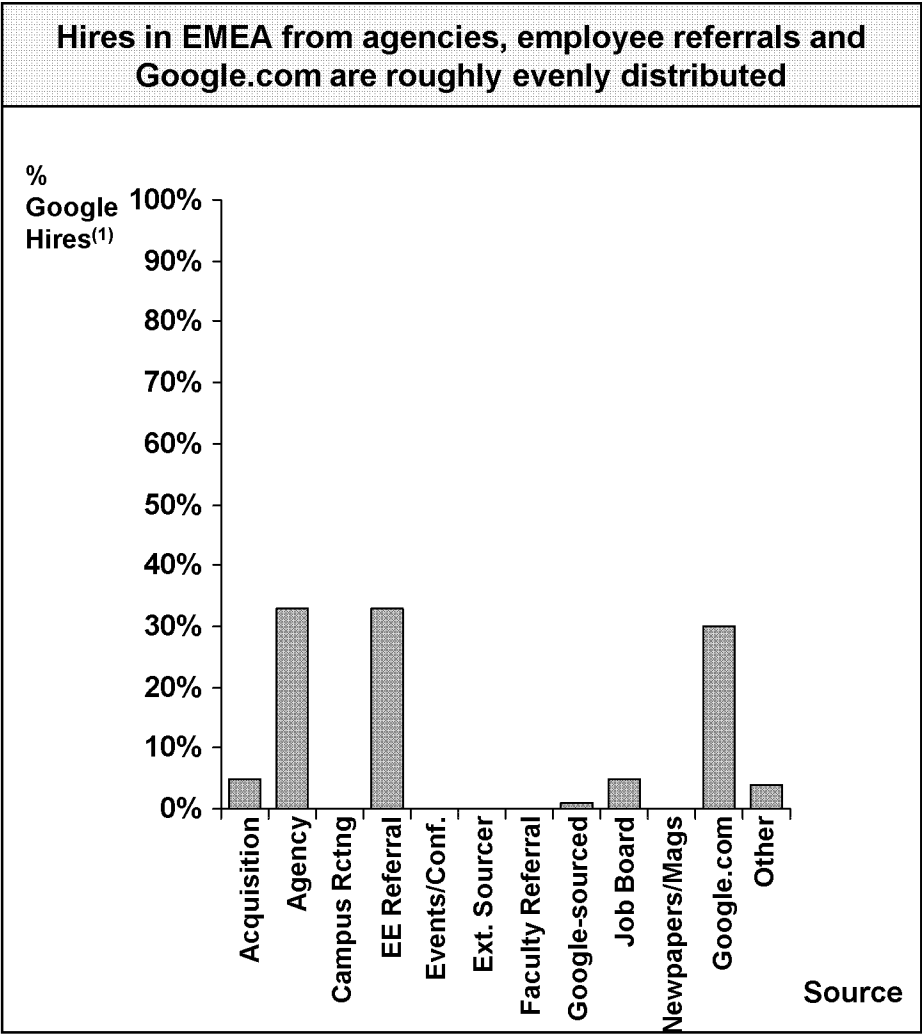
(1) Reflects Q1-Q2 2006 data  
Source: ATS analysis



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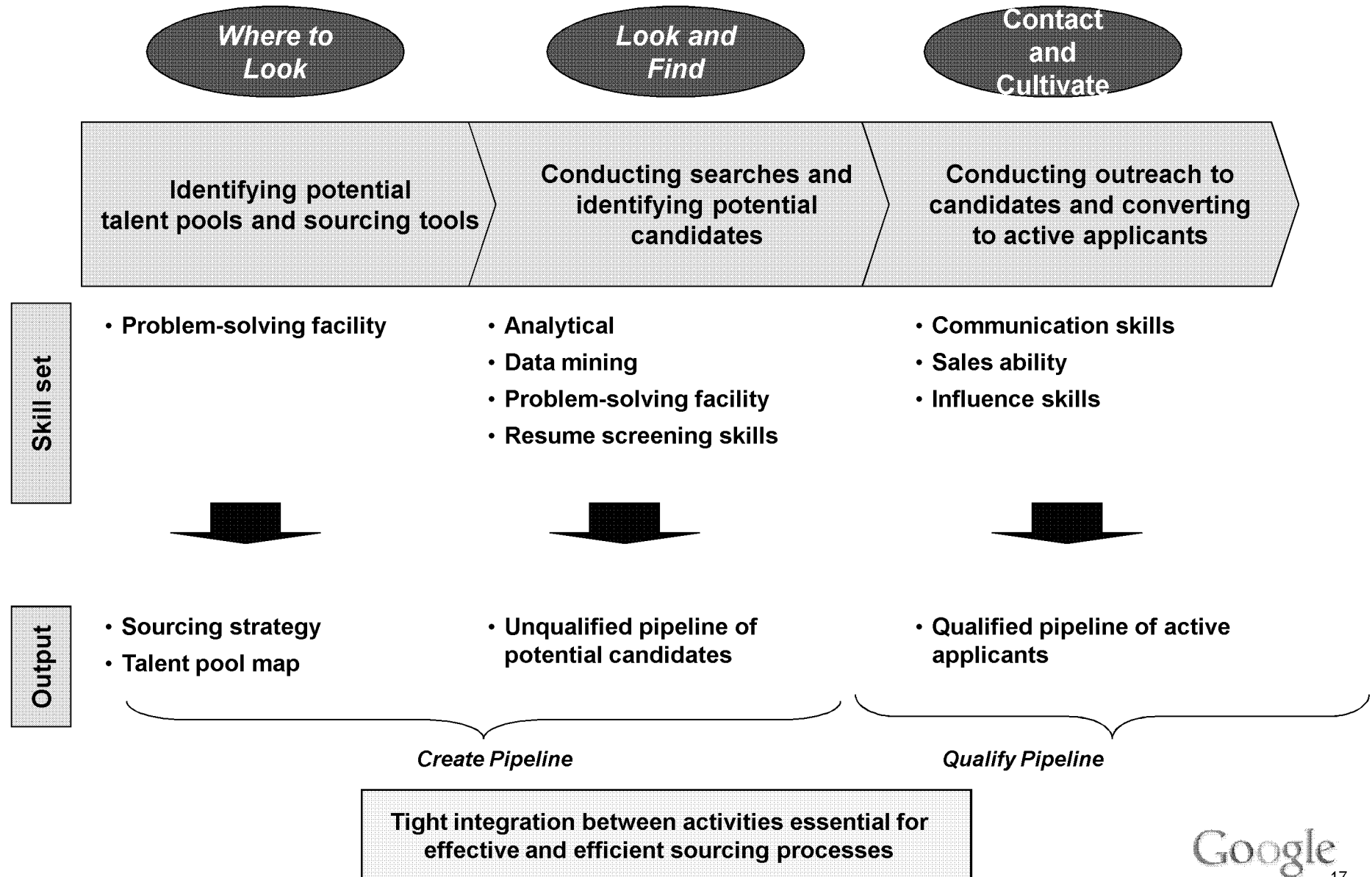
# Agencies Continue to Play an Important Role Internationally

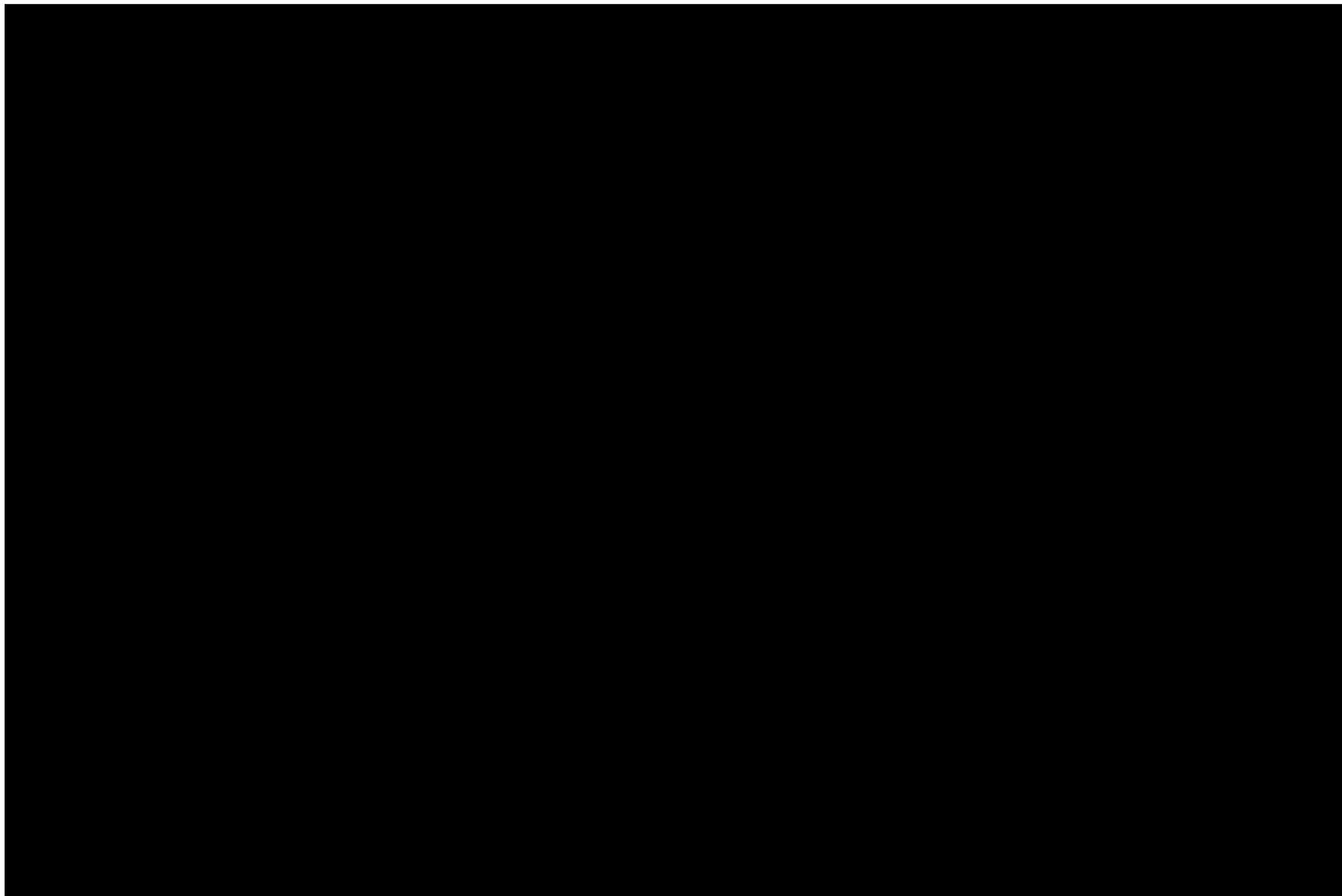


(1) Reflects Q1 2006 data  
Source: ATS analysis

# Sourcing Comprised of Three Primary Activities

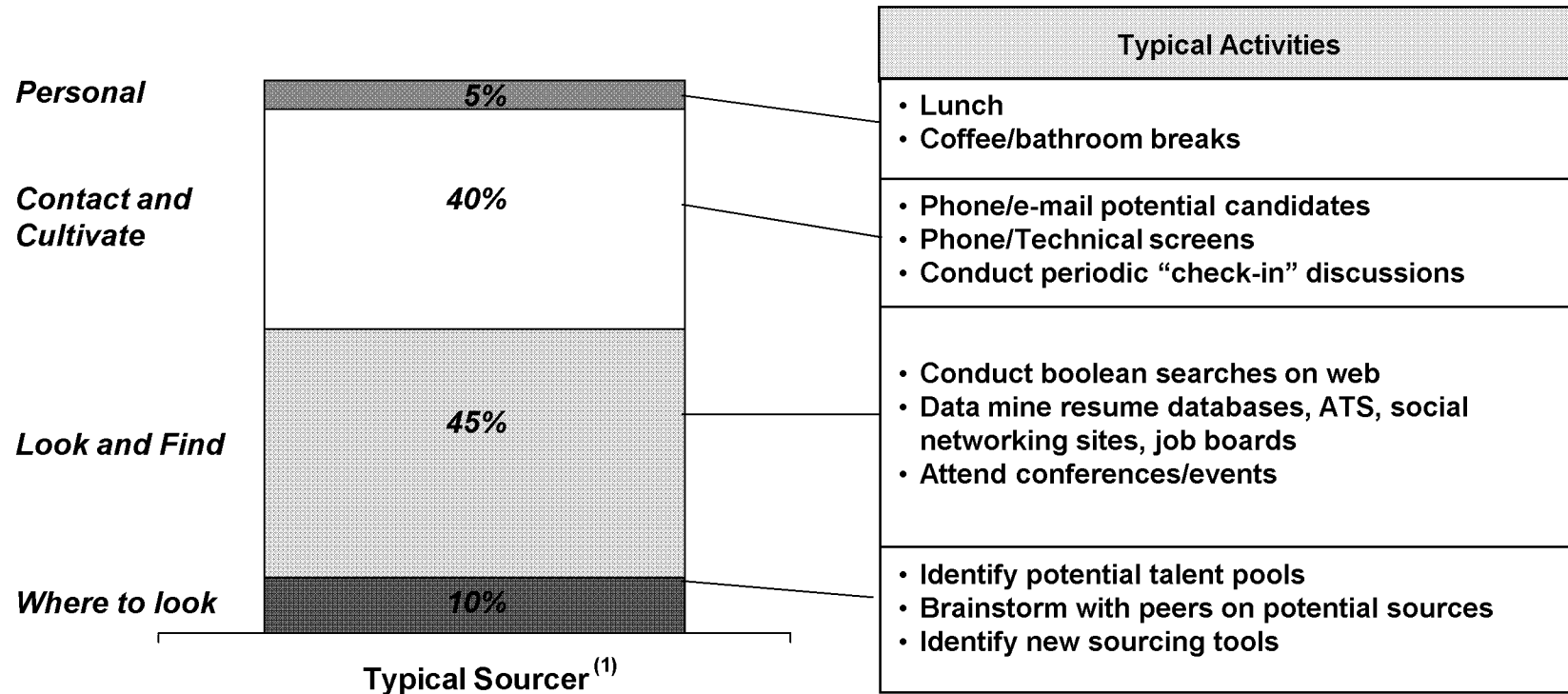
## Requires Different Skill Sets and Areas of Focus





- However, current structure results in some process and organizational efficiencies
- Duplication of effort on searches for positions with similar candidate profile
  - Weak connectivity between vertical and geographic silos
  - Difficult to appropriately identify qualified candidates

# Under Current Google Model, Average Sourcer Time Study is Misleading



% candidates sourced	9%
Offer rate %	5%

On average, sourcers spends approximately two days a week finding potential candidates and two days building relationships with candidates

- Less than a day spent identifying new talent pools

(1) Small sample size (n=20)

Note: 100% = Sourcer week

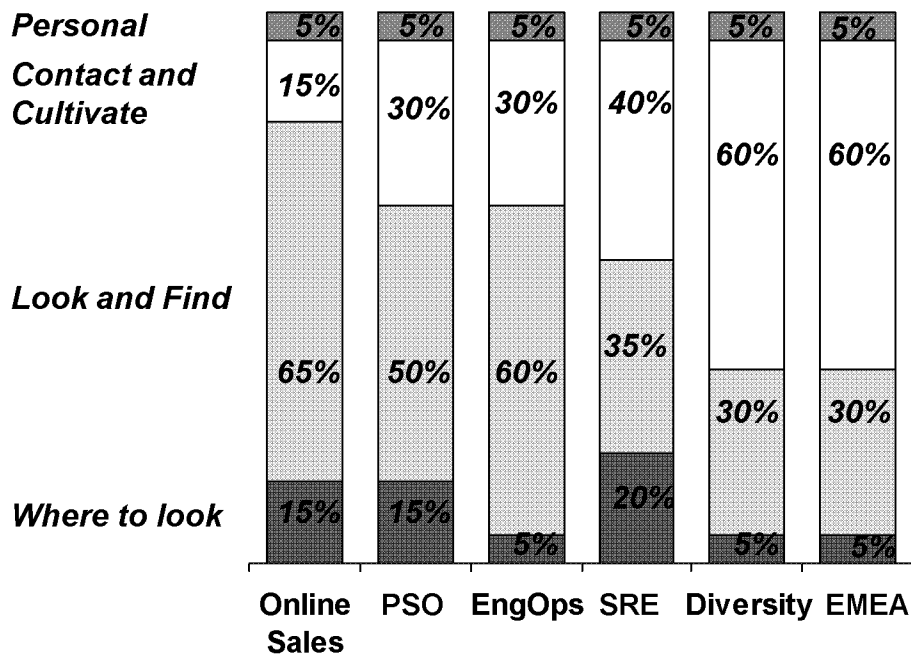
Source: Diary study surveying 110 sourcers across the Staffing organization

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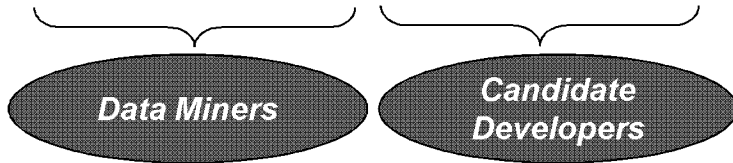
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# However, the Scope of a Sourcer's Responsibility Varies Significantly Across Verticals and Geography

Resulting in Varying Degrees of Effectiveness



% candidates sourced	X%	X%	X%	X%	X%	X%
Offer rate %	X%	X%	X%	X%	X%	X%



**Currently no real consistency in Sourcers' role across the Staffing organization**

- Sourcers in PSGA and EngOps tend to be more data miners
  - Limited interaction with candidates
  - Focused more on creating pipeline
- Majority of Sourcer time in EMEA, SRE, QA Diversity spent on developing long-term relationships with candidates and converting to applicants
  - Also allocate time to conducting front-end recruiting activities (e.g., pre-screen)
  - Higher leverage model

**May be opportunity to create consistently greater leverage for Sourcers and Recruiters across the organization**

(1) Small sample size (n=20)  
Note: 100% = Sourcer week

Source: Diary study surveying 110 sourcers across the Staffing organization

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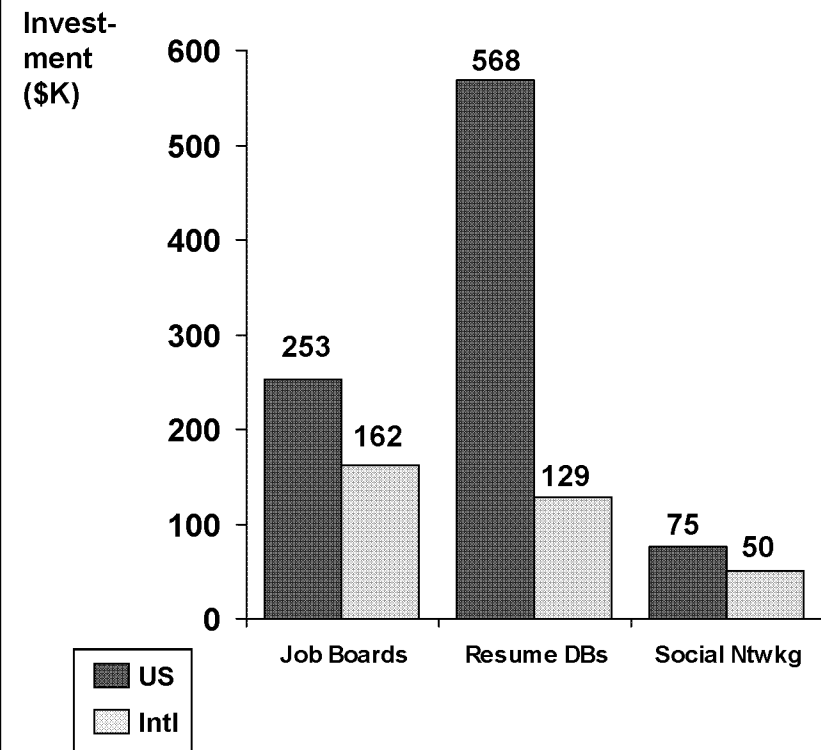
# There is No Clear Strategy Around Sourcing Tools in Place...

Over \$1MM+ Invested in Sourcing Tools Globally Year-to-Date

## Wide Spectrum of sourcing tools with active contracts

- **Job Boards**
  - Monster.com
  - Hot Jobs
  - CareerBuilder.com
  - Experience
  - Epronet
  - JobsInTheMoney
- **Resume databases**
  - infoGist
  - NimbleCat
  - MonsterTrak
- **Social networking sites**
  - LinkedIn
  - OpenVC (Europe)
  - Jobster
  - Facebook.com

## We have already spent over \$800K and US\$300K in US and ROW respectively on various tools during the first half of 2006



Source

(1) Reflects data Jan-June 2006  
Source: Job boards team

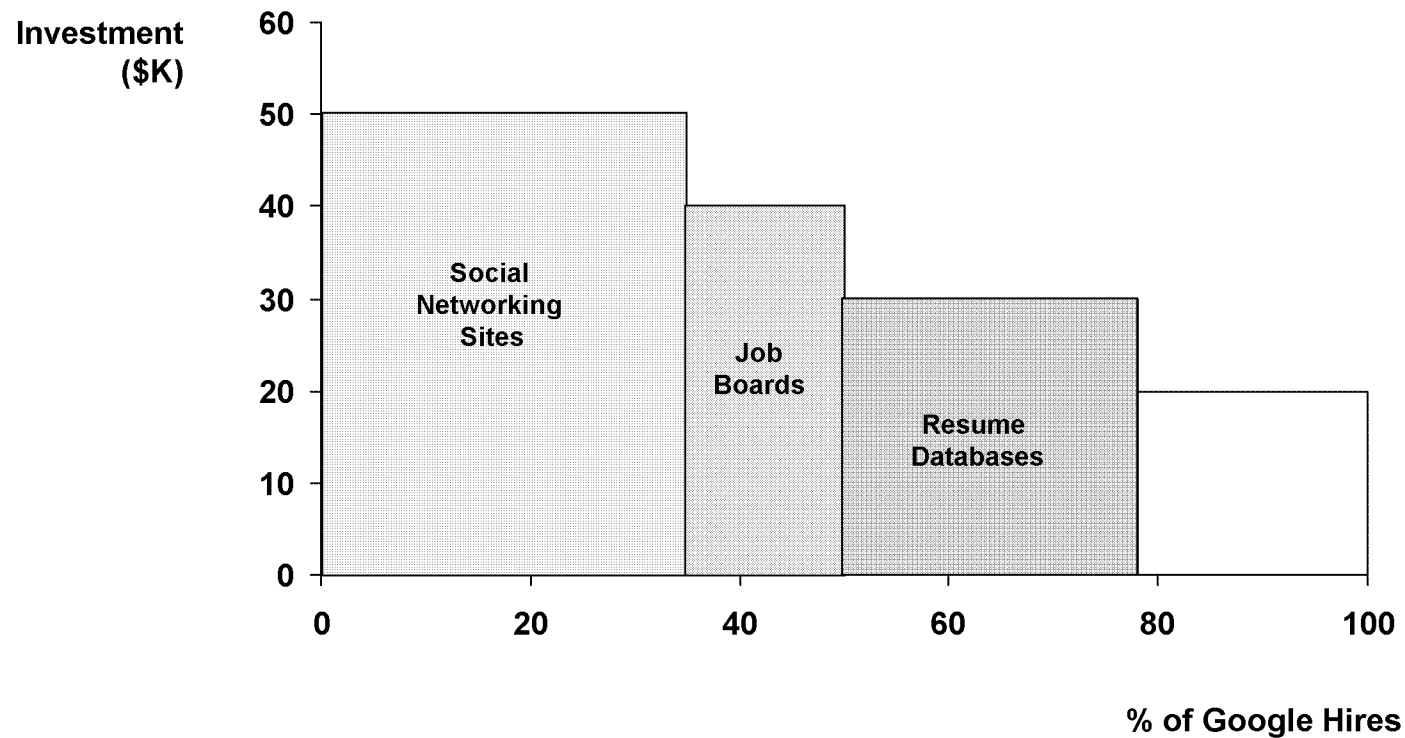
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Google



## ...Resulting in Over-investments in Tools That Have Not Historically Delivered Many Google Hires

*Illustrative – Analysis team current determining whether X-axis data is available at this level of detail*



(1)  
Note:  
Source: Job Boards team

**Limited accountability or clear idea of return on investment**

# There are Five Common Drivers of Sourcing Problems (I)

Key Drivers	Problem				
	Lack "One Google" perspective	Limited sharing of candidates across the organization	Poor lead tracking and follow-up	High variability in quality of passively sourced candidates	Duplicate search efforts for candidates with similar profiles and competencies
Silos	●	●	○	●	●
Labor force mix	●	●	○	●	◐
Incentive model	◐	●	○	○	○
Systems	○	◐	●	○	○
Business Knowledge	○	●	○	●	◐

○ Not a driver    ◐ Somewhat of a driver    ● Key driver

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## There are Five Common Drivers of Sourcing Problems (II)

Key Drivers	Problem				
	High variability in EE referral process and response times	No strategy or accountability around sourcing tools	Sub-optimize efforts around third party research	Limited coordination around conference/event leads	Lack of calibration b/w Sourcers, Resume Screeners and Recruiters
Silos	●	●	●	●	●
Labor force mix	○	○	○	○	○
Incentive model	◐	○	○	○	○
Systems	○	◐	○	◐	○
Business Knowledge	○	○	◐	○	●

○ Not a driver    ◐ Somewhat of a driver    ● Key driver

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# There are Five Common Drivers of Sourcing Problems (III)

Key Drivers	Problem		
	Inconsistent treatment of diversity-sourced candidates	Inadequate support for international efforts	Limited ability to mine former candidates
Silos	●	●	○
Labor force mix	○	○	○
Incentive model	○	○	○
Systems	◐	○	●
Business Knowledge	●	●	○

○

Not a driver

◐

Somewhat of a driver

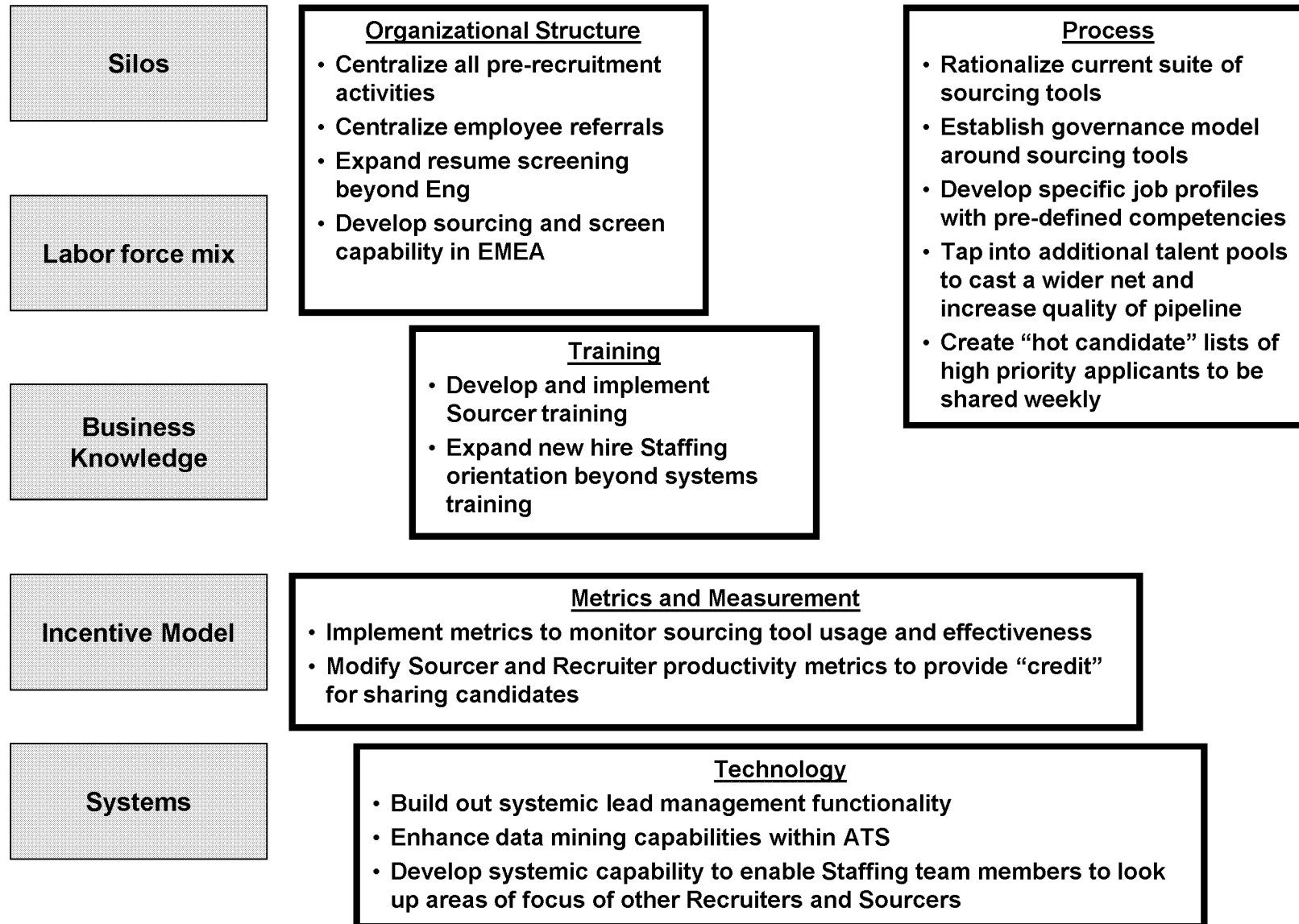
●

Key driver

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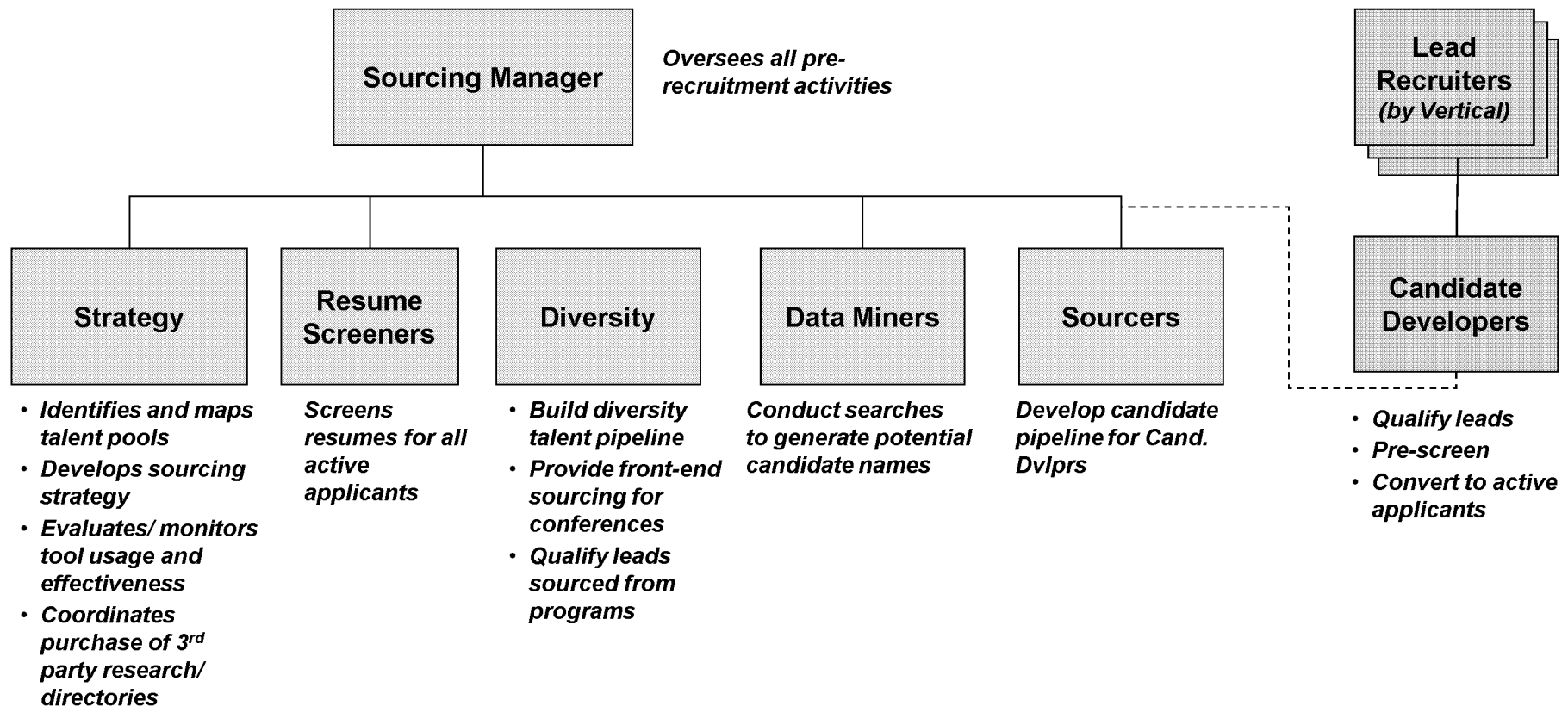
# Key Drivers of Sourcing Problems Fall into Common Themes

Proposed Recommendations Attempt to Close Gaps Existing in Current Organization



# Proposed Organizational Structure Seeks to Resolve Challenges With Current Organization

Expect to Achieve a Number of Benefits



## Expected Benefits

- More efficient knowledge and best practice sharing
- Avoid diluting focus of Sourcers and Candidate Developers
- Greater consistency around sourcing tool usage
- Enables better sharing of candidates for positions with similar profiles and competencies
- Matrixed reporting structure between Sourcers and vertical Candidate Developers helps maintain business connectivity
- Centralized pool enables greater fungibility of resources and supports dynamic resource allocation model
  - Better able to allocate resources to areas where most needed; dynamic not static

# Proposed Solutions Attempt to Close Gaps Existing in Current Organization (I)

Theme	Recommendation	Problem It Will Help Address
Organizational Structure	<ul style="list-style-type: none"> <li>• Centralize “Where to Look” and “Look &amp; Find” activities under a Sourcing Manager               <ul style="list-style-type: none"> <li>- Sourcing strategy</li> <li>- Tool identification</li> <li>- Data mining</li> <li>- Candidate search</li> <li>- Lead qualification (including leads generated from events/conferences)</li> </ul> </li> <li>• Central team acts as strategic sourcing arm               <ul style="list-style-type: none"> <li>- Develops and refines global sourcing strategy</li> <li>- Identifies, evaluates and monitors sourcing tool usage and effectiveness</li> <li>- Maps and updates global talent pools</li> <li>- Coordinates and purchases third party research and directories</li> </ul> </li> <li>• Two utilities               <ul style="list-style-type: none"> <li>- One based in MTV, other in EMEA</li> <li>- Utilities to be aligned with Verticals</li> </ul> </li> <li>• Maintain distributed models for “Contact &amp; Cultivate”, excluding diversity</li> </ul>	<ul style="list-style-type: none"> <li>• No strategy or accountability around sourcing tools</li> <li>• Lack “One Google” perspective</li> <li>• Limited sharing of candidates across the organization</li> <li>• Duplicate search efforts for candidates with similar profiles and competencies</li> <li>• Sub-optimize efforts around third party research</li> <li>• Inconsistent treatment and limited coordination around conference/ event leads</li> <li>• Inconsistent treatment of diversity-sourced candidates</li> </ul>
	<ul style="list-style-type: none"> <li>• Centralize ownership of Eng, Ops and PSGA employee referrals               <ul style="list-style-type: none"> <li>- Create formal service level agreement to establish appropriate response times</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• High variability in EE referral process and response times</li> </ul>

## Proposed Solutions Attempt to Close Gaps Existing in Current Organization (II)

Theme	Recommendation	Problem It Will Help Address
Organizational Structure	<ul style="list-style-type: none"> <li>Expand Resume Screening function to include Ops and PSGA               <ul style="list-style-type: none"> <li>Create international resume screening capability in EMEA</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Lack of calibration between Sourcers, Resume Screeners and Recruiters</li> </ul>
Training	<ul style="list-style-type: none"> <li>Establish formal Sourcer education series               <ul style="list-style-type: none"> <li>New hire orientation</li> <li>Refresher training for existing team members</li> </ul> </li> <li>Training to include:               <ul style="list-style-type: none"> <li>Business/product overviews</li> <li>Overviews of office locations and specialties</li> <li>Profiles of ideal candidates and key competencies</li> <li>Resume screening skills</li> <li>Overview of sourcing tools</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Limited sharing of candidates across the organization</li> <li>High variability in quality of passively sourced candidates</li> </ul>
Process Improvement	<ul style="list-style-type: none"> <li>Within newly constructed centralized team, align "Look &amp; Find" resources by vertical to ensure appropriate connectivity with business               <ul style="list-style-type: none"> <li>Prior to posting req, conduct 3-way meetings between Sourcer, Candidate Developer, Recruiter and Hiring Manager</li> </ul> </li> <li>Create weekly "hot candidate" lists for candidates fitting overall Google profile but rejected for specific area</li> </ul>	<ul style="list-style-type: none"> <li>High variability in quality of passively sourced candidates</li> <li>Limited sharing of candidates across the organization</li> </ul>



## Proposed Solutions Attempt to Close Gaps Existing in Current Organization (III)

Theme	Recommendation	Problem It Will Help Address
Process Improvement	<ul style="list-style-type: none"> <li>Establish specific job profiles with pre-defined competencies for all position families within Google</li> </ul>	<ul style="list-style-type: none"> <li>High variability in quality of passively sourced candidates</li> </ul>
	<ul style="list-style-type: none"> <li>Establish governance model around sourcing tools with broad representation               <ul style="list-style-type: none"> <li>Develop evaluation criteria</li> <li>Evaluate current tools</li> <li>Rationalize current suite of tools</li> <li>Establish on-going governance process</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>No strategy or accountability around sourcing tools</li> </ul>
	<ul style="list-style-type: none"> <li>Tap into additional sources of talent in order to cast a wider net and increase quality of pipeline, e.g.,               <ul style="list-style-type: none"> <li>Develop University Alumni program</li> <li>Cast wider net beyond target schools</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>High variability in quality of passively sourced candidates</li> </ul>
Metrics and Measurement	<ul style="list-style-type: none"> <li>Develop and implement metrics to monitor usage and track effectiveness (ROI) of sourcing tools</li> </ul>	<ul style="list-style-type: none"> <li>No strategy or accountability around sourcing tools</li> </ul>
	<ul style="list-style-type: none"> <li>Modify Sourcer and Recruiter productivity metrics to provide "credit" for sharing candidates</li> </ul>	<ul style="list-style-type: none"> <li>Limited sharing of candidates across the organization</li> </ul>
Technology	<ul style="list-style-type: none"> <li>Build out systemic lead management functionality integrated with ATS               <ul style="list-style-type: none"> <li>Currently in development</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Poor lead tracking and follow-up</li> </ul>

## Proposed Solutions Attempt to Close Gaps Existing in Current Organization (IV)

Theme	Recommendation	Problem It Will Help Address
Technology	<ul style="list-style-type: none"> <li>• Develop system-based capability to enable Staffing team members to look up areas of focus of other Recruiters and Sourcers</li> </ul>	<ul style="list-style-type: none"> <li>• Limited sharing of candidates across the organization</li> </ul>
	<ul style="list-style-type: none"> <li>• Enhance data mining capabilities within ATS               <ul style="list-style-type: none"> <li>- More searchable database will enable more efficient sourcing of candidates with higher potential of being Google fit, e.g.,                   <ul style="list-style-type: none"> <li>• Former decline, Reject from Eng who is appropriate for PM</li> </ul> </li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Limited sharing of candidates across the organization</li> </ul>



# Next Steps

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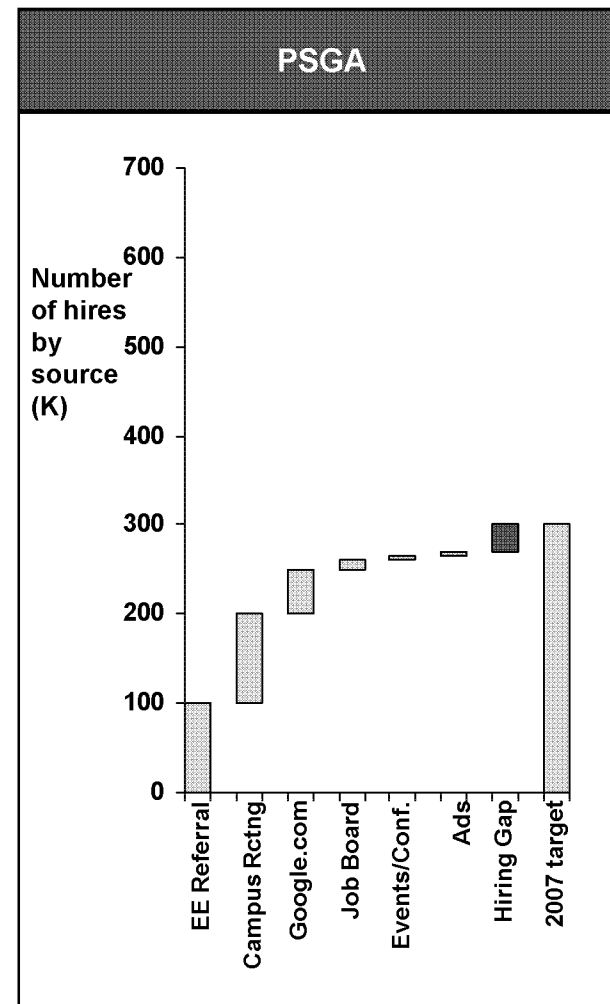
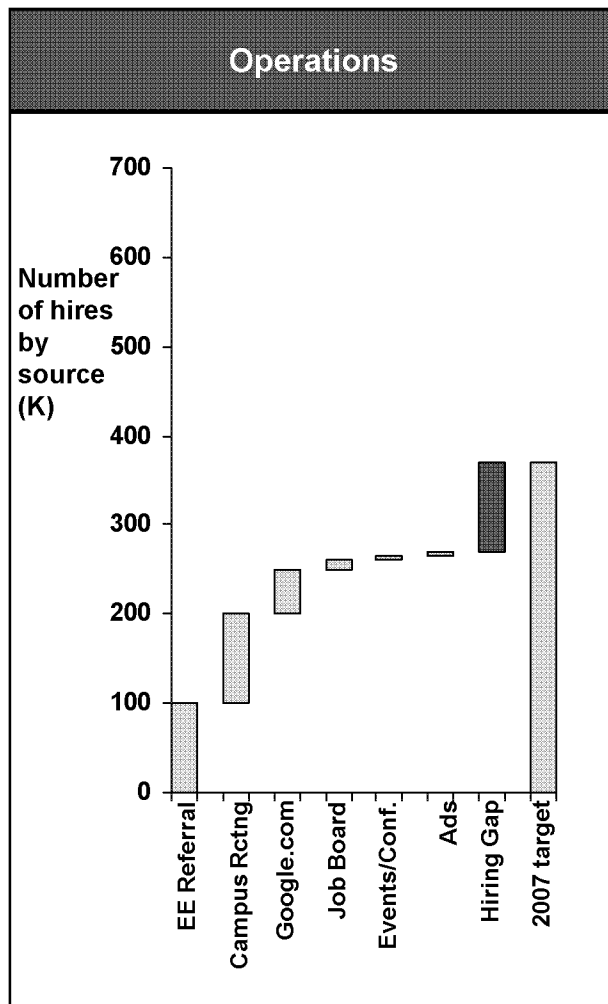
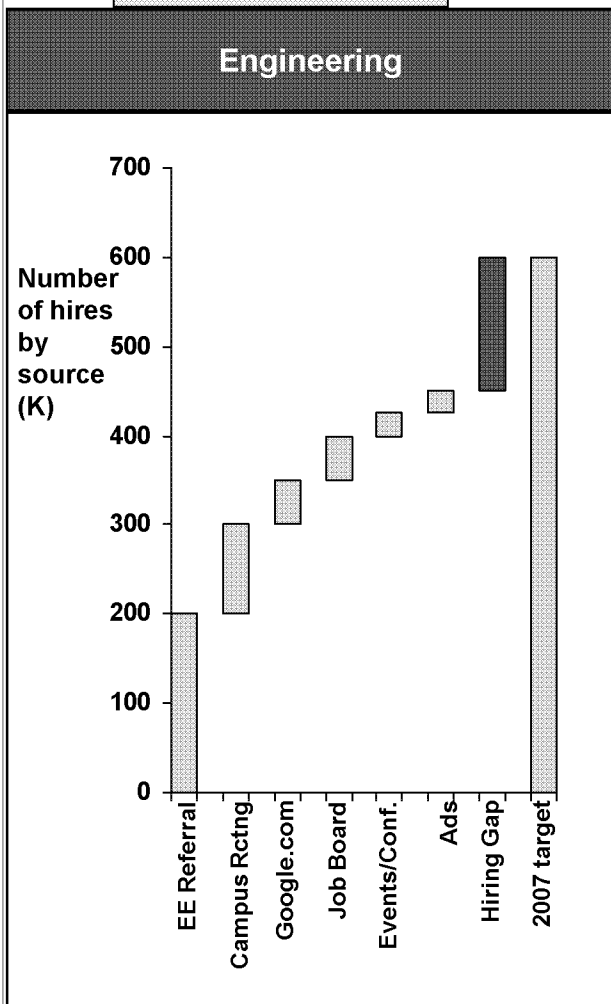
## Estimated Timing

- Complete outstanding data analysis July 31
  
- Refine organizational and process recommendations July 31
  - More clearly articulate roles and responsibilities
  - Flesh out process flows
  
- Develop implementation and communication strategy Aug 9
  
- Continue moving forward with key tactical initiatives that will help move the needle in the short-term
  - Work with key Staffing stakeholders to develop and roll out Sourcer training by Sept Mid-Sept
  - Rationalize current suite of sourcing tools and develop governance model for tool evaluation go-forward Mid-Aug
  - Develop pilot university alumni program Mid-Sept

# APPENDIX

# Size of Hiring Gap Differs by Business Vertical

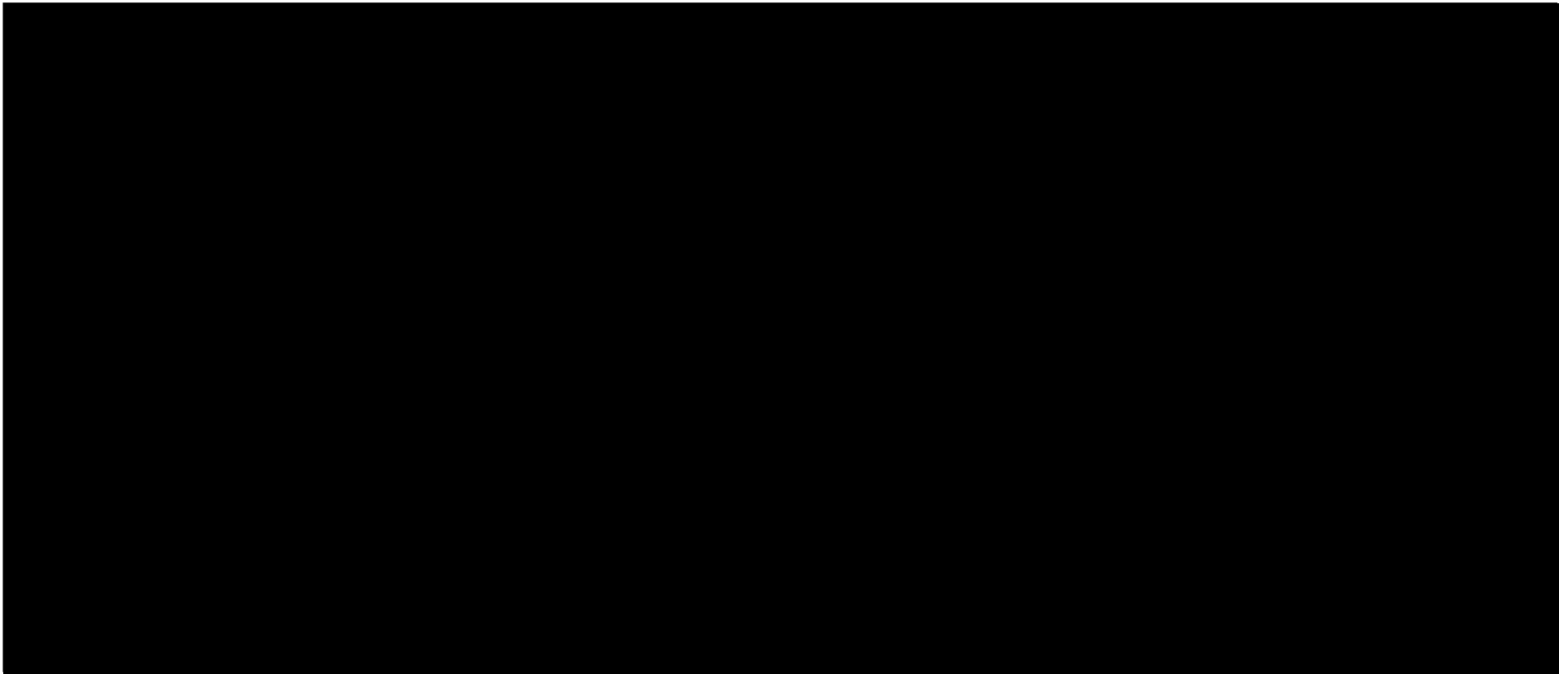
*Illustrative*



(1)  
Note:  
Source:

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**Enables Recruiters to focus limited bandwidth on only those candidates with the highest probability of being hired**

- **Similar model used in On-line Sales and Product Marketing**

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# Five Key Staffing Roles

Scope of Responsibilities Varies Depending on Vertical

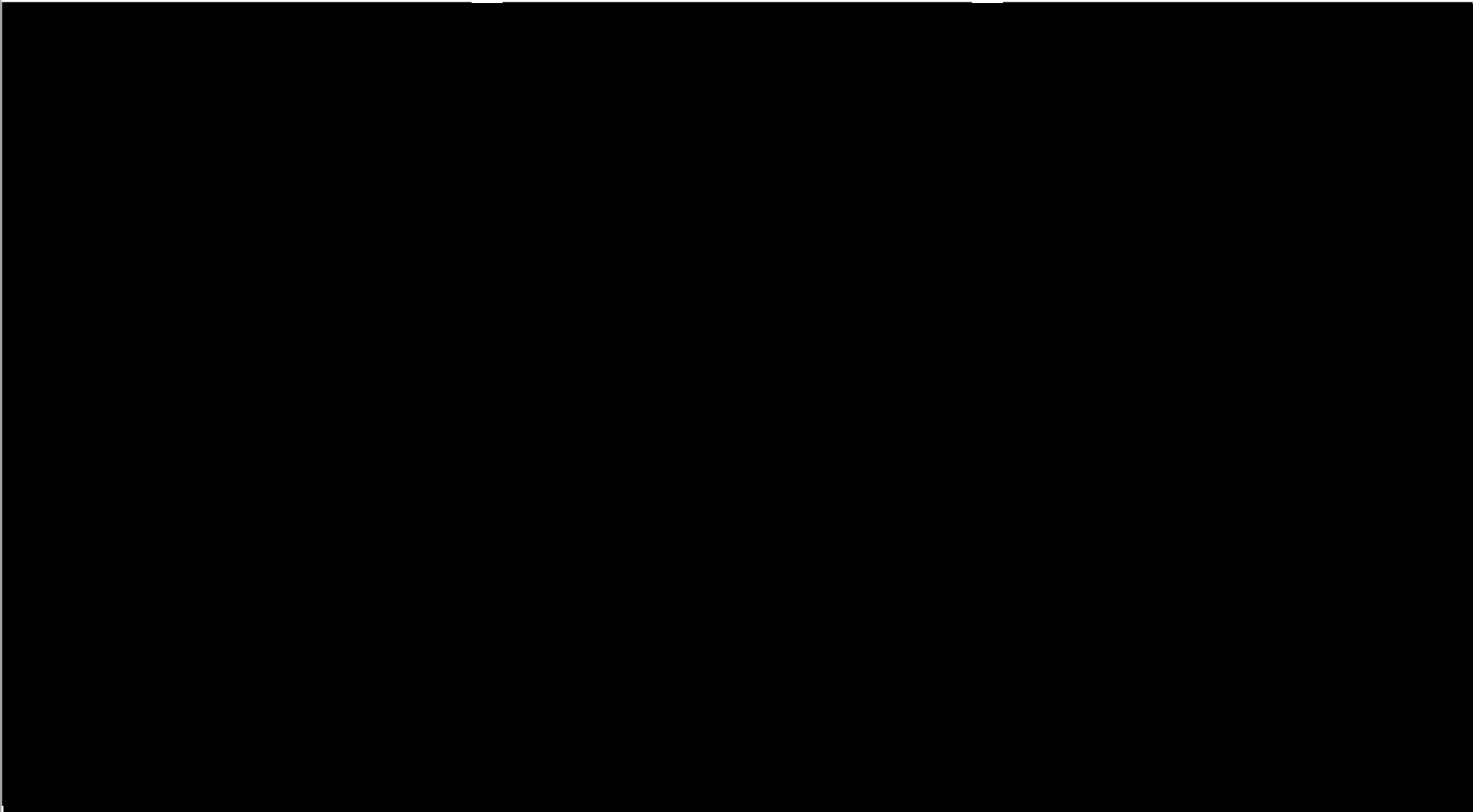
Scope of Responsibilities	
<b>Role</b>	<b>Sourcer</b> <ul style="list-style-type: none"> <li>• Mine key data sources for potentially qualified passive candidates</li> <li>• Convert leads to applicants</li> <li>• Identify potentially qualified passive candidates and encourage them to attend Google events/conferences (<i>Diversity only</i>)</li> <li>• Pre-screen and qualify leads for specific technical skills (<i>specific Verticals only</i>)</li> <li>• Help shepherd diversity candidates through the application process (<i>Diversity only</i>)</li> </ul>
	<b>Candidate Developer</b> <i>(Diversity only)</i> <ul style="list-style-type: none"> <li>• Cold-call identified candidates passed from Diversity sourcers to “sell” them Google and encourage them to apply on-line</li> <li>• Help shepherd diversity candidates through the application process</li> </ul>
	<b>Resume Screener</b> <ul style="list-style-type: none"> <li>• Pre-screen Eng-Ops on-line applications and employee referrals to pre-qualify candidates prior to forwarding on to Recruiter</li> </ul>
	<b>Recruiting Coordinator</b> <ul style="list-style-type: none"> <li>• Schedule phone-screen and on-site interviews</li> <li>• Manage administrative end of candidate recruiting process</li> </ul>
	<b>Recruiter</b> <ul style="list-style-type: none"> <li>• Screen resumes in active queues (<i>PSGA only</i>)</li> <li>• Gather interview feedback</li> <li>• Prepare hiring committee and offer review packages</li> <li>• Act as primary liaison with candidate</li> </ul>

No real consistency on how various roles are used

- In some areas, multiple roles are collapsed into single functions

# Similar Distribution Exists by Industry Vertical

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(1) Reflects Q1 2006 data  
Source: ATS analysis

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# Interview Program Included Key Stakeholders

Over 35 Sourcers, Recruiters, and Staffing Program Managers Interviewed to Date

<div>Diversity</div> <div></div>	<div>Engineering</div> <div><u>Gen'l Eng:</u><div></div></div> <div><u>SRE:</u><div></div></div> <div><u>Platforms:</u><div>Brad Strader</div></div>	<div>Ops</div> <div></div>	<div>PSGA</div> <div><u>Enterprise</u><div></div></div> <div><u>Product Development</u><div></div></div> <div><u>HR/Finance</u><div></div></div> <div><u>On-line Sales</u><div></div></div> <div><u>PSO</u><div></div></div>	<div>Staffing Programs</div> <div></div>
<div>International</div> <div></div>	<div>Other</div> <div></div>			

Note: *Italics* indicate interview scheduled but not yet completed

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# A Number of Issues Have Emerged from Interviews That Are Shared Across Staffing...(I)

## Organization

Organization	Issue/Challenge	Impact	Potential Resolution
	Large contingent workforce	<ul style="list-style-type: none"> <li>• Difficult to attract best recruiting talent who have full-time opportunities</li> <li>• High degree of churn creates instability within workforce               <ul style="list-style-type: none"> <li>- Loss of institutional knowledge</li> </ul> </li> <li>• 3-month learning curve coupled with 12-month contract               <ul style="list-style-type: none"> <li>- Releasing talent just as Recruiters/Sourcers become productive</li> </ul> </li> <li>• Can foster competitive dynamics               <ul style="list-style-type: none"> <li>- Focus is on getting converted</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Shift Recruiting and Sourcer team mix towards more full-time resources</li> </ul>
	Lack of transparency in Contractor conversion process	<ul style="list-style-type: none"> <li>• Lowers morale among recruiting and sourcing staff               <ul style="list-style-type: none"> <li>- Decision feels out of their control</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Define clear, explicit selection criteria               <ul style="list-style-type: none"> <li>- Ensure they are understood by all staff</li> </ul> </li> </ul>
	Recruiters/Sourcers work in vertical silos	<ul style="list-style-type: none"> <li>• Lack visibility into what fellow team members are working on               <ul style="list-style-type: none"> <li>- Unable to effectively share qualified candidates</li> <li>- Qualified candidates can languish in incorrect queues</li> </ul> </li> <li>• Limited understanding of functions outside immediate area and how roles relate to each other</li> <li>• Poor communication between groups</li> </ul>	<ul style="list-style-type: none"> <li>• Implement mechanisms to actively and regularly connect Sourcers/Recruiters across the organization</li> <li>• Reinstate centralized training sessions</li> <li>• Create on-line resource to provide visibility into searches of other Sourcers/Recruiters</li> </ul>



# A Number of Issues Have Emerged from Interviews That Are Shared Across Staffing...(II)

## Organization

Organization	Issue/Challenge	Impact	Potential Resolution
	Weak linkages between Sourcers and Recruiters and Hiring Managers	<ul style="list-style-type: none"> <li>• With some exceptions, general distrust of quality of candidates forwarded from Sourcers</li> <li>• Sourcers lack sufficient understanding of requirements of specific roles               <ul style="list-style-type: none"> <li>- Difficult to appropriately identify qualified candidates</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Where possible, co-locate Sourcers with their recruiting team and specific client groups               <ul style="list-style-type: none"> <li>- Work in small teams</li> </ul> </li> <li>• Conduct 3-way discussions upfront between Sourcer, Recruiter and Hiring Manager               <ul style="list-style-type: none"> <li>- Establish specific position profiles with defined competencies</li> <li>- Communicate desired candidate profile need to discuss upfront together</li> </ul> </li> </ul>
	Wide variation in abilities among Recruiters	<ul style="list-style-type: none"> <li>• Inability of some Recruiters to effectively manage full lifecycle, including sourcing               <ul style="list-style-type: none"> <li>- Unable able to carry "fair share" of burden for growth targets</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Use more consistency in Recruiter profile hired into Google               <ul style="list-style-type: none"> <li>- Ensure full suite of Recruiting skills</li> </ul> </li> <li>• Expand sourcing skills of existing recruiters</li> </ul>
	Too resource-constrained to adequately manage pace of growth	<ul style="list-style-type: none"> <li>• Latency in early stages of recruiting process               <ul style="list-style-type: none"> <li>- Applicants can languish in long queues</li> </ul> </li> <li>• High risk of burn out or diminishing returns</li> </ul>	<ul style="list-style-type: none"> <li>• Thoughtfully add Staffing resources where they are most needed</li> <li>• Consider expanding roles of more junior staff to alleviate administrative burden of recruiters</li> </ul>

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# A Number of Issues Have Emerged from Interviews That Are Shared Across Staffing...(III)

## Process

Process	Issue/Challenge	Impact	Potential Resolution
	Lack coherent strategy and accountability around various sourcing tools, e.g., • Job boards, resume databases, events, conferences, agencies etc.	<ul style="list-style-type: none"> <li>• Lack systemic way to track ROI of various tools employed               <ul style="list-style-type: none"> <li>- Risk over-investing in certain tools and under-investing in others</li> <li>- Unable to accurately track cost/hire</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate each tool individually</li> <li>• Implement metrics to monitor usage and track effectiveness</li> <li>• Assign accountability for sourcing tool investments</li> </ul>
	Lack robust, systemic lead management capability	<ul style="list-style-type: none"> <li>• No formalized way to capture, track and follow-up on leads               <ul style="list-style-type: none"> <li>- Data scattered among multiple mediums (ATS, Excel spreadsheets, Salesforce.com)</li> <li>- Problematic when Sourcer/Recruiter contract expires</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Assign Staffing ownership for allocation of PSGA employee referrals</li> <li>• Build out lead management functionality</li> </ul>
	No formalized, coordinated way to share candidates across functions - Compounded by lack of visibility into what other team members work on	<ul style="list-style-type: none"> <li>• Sub-optimize staffing processes               <ul style="list-style-type: none"> <li>- No incentive to change behavior</li> <li>- Concern more for good of the vertical function vs. the enterprise</li> </ul> </li> <li>• Lose qualified candidates rejected for one area but appropriate for another</li> </ul>	<ul style="list-style-type: none"> <li>• Implement mechanisms to regularly connect Sourcers/Recruiters across the organization</li> <li>• Modify productivity metrics to provide "credit" for sharing candidates</li> <li>• Consider creating clearinghouse function</li> </ul>

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# A Number of Issues Have Emerged from Interviews That Are Shared Across Staffing...(IV)

## Process

Process	Issue/Challenge	Impact	Potential Resolution
	Limited business knowledge transferred to recruiting staff <ul style="list-style-type: none"> <li>No formal training beyond Staffing systems training</li> </ul>	<ul style="list-style-type: none"> <li>Steepens learning curve for Recruiters and Sourcers               <ul style="list-style-type: none"> <li>Not as effective initially as could be</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Leverage education series recently launched in Paris, e.g.,               <ul style="list-style-type: none"> <li>Provides business overviews, ideal candidate profiles, etc.</li> </ul> </li> <li>Create resource for Staffing members to look up roles of others</li> </ul>
	Significant administrative requirements for Recruiters <ul style="list-style-type: none"> <li>Particularly internationally</li> </ul>	<ul style="list-style-type: none"> <li>Limits time available for sourcing for Recruiters needing to supplement their own queues</li> </ul>	<ul style="list-style-type: none"> <li>Where possible, move more administrative responsibilities to Recruiting Coordinators, e.g.,               <ul style="list-style-type: none"> <li>Printing and creation of offer packets</li> <li>New hire set up</li> </ul> </li> <li>Add Coordinator role in EMEA</li> </ul>
	Ownership of event attendee lists	<ul style="list-style-type: none"> <li>Competition for names results in lack of coordination around candidates qualified for multiple profiles               <ul style="list-style-type: none"> <li>Lose viable candidate</li> </ul> </li> <li>No resource to follow up on non-diversity leads</li> </ul>	<ul style="list-style-type: none"> <li>Designate central owner in Staffing or Staffing Programs not aligned with a specific vertical</li> </ul>
	No coordinated way to request and capture research data	<ul style="list-style-type: none"> <li>Individual efforts initiated within various Verticals               <ul style="list-style-type: none"> <li>More expensive than if launched a coordinated effort</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Designate central research owner in Staffing responsible for purchasing research</li> </ul>

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# A Number of Issues Have Emerged from Interviews That Are Shared Across Staffing...(IV)

## Process

		Potential Resolution
Process	Issue/Challenge	Impact
	<b>Employee Referral Program challenges</b>	<ul style="list-style-type: none"> <li>• SLAs not being met with applicants sitting in Recruiter queues               <ul style="list-style-type: none"> <li>- Risk losing candidates with highest probability of passing Google bar</li> </ul> </li> <li>• Lack active owner for PSGA Employee Referral program               <ul style="list-style-type: none"> <li>- No way to actively enforce SLA because responsibility not centralized</li> </ul> </li> </ul>
	<b>Lack of pre-defined job profiles</b> <ul style="list-style-type: none"> <li>• Particularly on EngOps side</li> </ul>	<ul style="list-style-type: none"> <li>• Makes sourcing for right candidate more challenging               <ul style="list-style-type: none"> <li>- No clear guidelines</li> </ul> </li> </ul>
		<ul style="list-style-type: none"> <li>• Assign Staffing ownership for allocation of PSGA employee referrals</li> </ul>
		<ul style="list-style-type: none"> <li>• Define key competencies for each job profile</li> <li>• Re-write job descriptions to ensure understanding by external candidates</li> </ul>

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# A Number of Issues Have Emerged from Interviews That Are Shared Across Staffing...(V)

## Talent Pool

Talent Pool	Issue/Challenge	Impact	Potential Resolution
	No current methodology to map out global talent pools	<ul style="list-style-type: none"> <li>No central database or library to enable lead and competitive data to be indexed and retrieved across the organization</li> <li>Inability to be strategic about identifying and attracting high quality talent               <ul style="list-style-type: none"> <li>Sub-optimize leverage of costly Staffing resources</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Design and implement process to gather and organize leads and competitive data</li> <li>Develop talent pool mapping strategy and competitive intelligence capability</li> </ul>
	Small, qualified talent pools for certain areas, e.g., <ul style="list-style-type: none"> <li>SRE</li> <li>Diversity</li> </ul>	<ul style="list-style-type: none"> <li>Women and minorities continue to be under-represented within specific technical functions and internationally</li> </ul>	<ul style="list-style-type: none"> <li>Tap into additional sources of talent in order to cast a wider net and increase potential pipeline, e.g.,               <ul style="list-style-type: none"> <li>Consider University Alumni program</li> <li>Forge partnerships with diversity alumni groups</li> </ul> </li> </ul>
	Overall recruiting environment becoming more challenging	<ul style="list-style-type: none"> <li>Active pipelines appear to be shrinking               <ul style="list-style-type: none"> <li>Passive sourcing likely to become increasingly more important</li> </ul> </li> <li>Current sources becoming even less effective in yielding qualified candidates</li> </ul>	<ul style="list-style-type: none"> <li>Develop comprehensive sourcing strategy               <ul style="list-style-type: none"> <li>Include scenario analysis for different market environments</li> </ul> </li> </ul>
	Strict application of hiring bar	<ul style="list-style-type: none"> <li>Some pools of talent not at target Tier 1,2 and 3 schools               <ul style="list-style-type: none"> <li>Particularly true for diversity and international PSGA candidates</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Cast wider net beyond target schools, e.g.,               <ul style="list-style-type: none"> <li>Consortium schools</li> </ul> </li> </ul>

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## ...While Others Challenges are Unique

### Diversity

- Diversity team-sourced candidates auto-rejecting in resume screen
  - May have slightly different background than typical Google candidate
  - Diversity team having to implement manual work arounds to “revive” candidates and actively engage recruiters
- Latency in recruiting process costing Google to lose talented diversity candidates
  - Diversity team-sourced candidates getting lost in enormous queues as there is currently no way to flag applicants
    - Unable to segregate and work within specific SLAs (similar to EE Referrals)
  - Due to smaller population, latency in process disproportionately negatively impacts diverse applicants than general population
  - Diversity team must individually follow up with lead recruiters as stop-gap
- Lack of clear leadership within Diversity team
  - Separation between Candidate Developers and Program Sourcers somewhat artificial
  - Image issues within broader Staffing team

### International

- No sourcing capability resident in EMEA
  - Without global sourcing function may not be tapping into all valuable talent pools
- Mountain View-based international allocated resources not effective or tenable
  - EMEA-based staff never been informed of who specific resources in Mountain View are
  - Time zone differences constrain ability to contact candidates
  - Don't adequately understand focus of individual EMEA recruiters and therefore queue candidates incorrectly
- Overly reliant on costly agencies for pipeline creation
  - Accounts for ~33% of all hires
- High hiring bar coupled with the need to recruit for multiple languages creates increasingly challenging environment (support 25 languages)
- Best recruiting talent difficult to convert in EMEA
  - Tend not to have university degrees and therefore fail to meet standard Google bar

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